

Local Govt. Service

JUNE 1952

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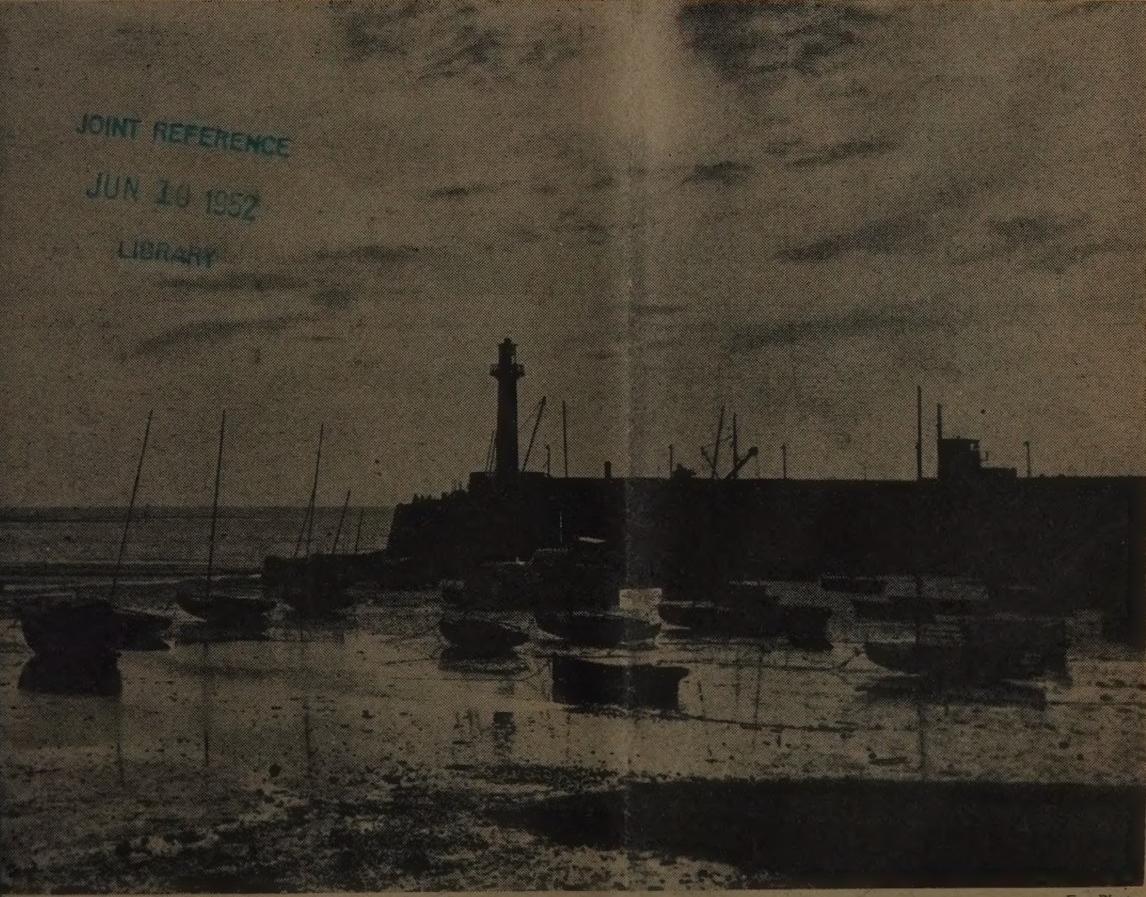
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OFFICIAL JOURNAL OF NALCO

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Fox Photo

Margate harbour at sunset

Salaries claim

goes to arbitration

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JUNE 1952

VOLUME 27 Number 6

OFFICIAL JOURNAL OF NALGO

LGS

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an employers' panel chosen in consultation with the British Employers' Confederation, and one from a workers' panel, chosen in consultation with the Trades Union Congress. It is on these men that the immediate economic fate of members now depends—for each side must accept their decision, whatever it may be. Since the dispute is now *sub judice*, it would be improper to comment. But this at least can be said: the staff side case is as strong and exhaustive as it can be made, and it will be presented with all the force and skill at the staffs' command. Members must now await the result with such patience as they can summon.

Nor is the position much brighter in the other services. The electricity employers, before whom the case was argued on May 13, asked for a month in which to consider it, after first showing that they were likely to resist, mainly on economic grounds. And, on May 16, the health service administrative and clerical council deferred consideration of the claim submitted to it until June 9.

Chancellor's warning

The arbitration and negotiations take place against the Chancellor's warning to employers and trade unions of the renewed dangers of inflation if new wage increases are granted now, and his consequent call for another "freeze" of wages and salaries. But that warning and appeal cannot apply to these particular claims. For the Chancellor made it clear that he was referring to fresh claims, based on feared price increases after this year's Budget, and not to claims based on last year's price rises.

"The rise in prices which started about two years ago," he said, "has been very largely compensated for by the increases in wages which were obtained in the early part of this year. Nothing that has happened since would seem to me to justify a general increase in wages today."

In other words, most workers have already had increases to compensate them for the rise in costs last year. But not the staffs of the public services represented by NALGO. It would be manifest injustice to deny to them what others—including civil servants and the staff of the L.C.C.—have already had, simply because the slow-moving machinery of negotiation has delayed settlement of their claims until after the start of the new frost.

Pay, prices—

Whilst waiting, members may entertain themselves with the monumental "Abstract of Statistics," just published by the Central Statistical Office. Amidst a wealth of statistics of all kinds, ranging from climate to crime, from films to fisheries, are some figures on pay and prices.

Between June, 1947, and June, 1951, we read, the retail prices index went up by 25 per cent (it is today 33 per cent up). In the same period, the price of food increased by 36 per cent, of clothing by 39 per cent, and of household goods by 34 per cent—whereas the cost of fuel and light increased by 26 per cent, of "services" by 17 per cent, and

... and still we wait

ONCE, Scottish local government officers lead the tortoise-hare race between pay and prices. As we record on page 190, the Scottish staff side has settled for increases ranging from £15-£25 in the General Division to flat £30 in the higher grades. This settlement must be read in the light of the agreement reached by the Scottish council to abolish the grouping system which distinguished the original Scottish Charter from that adopted in England and Wales. The abolition of grouping, which has just taken effect, has brought benefits to many members.

In England and Wales, local government officers have not yet got even this modest way along the road. When the National Joint Council met on April 23—on the eve of the municipal elections—the employers rejected the claim, making no offer, whereupon the staff side announced that it must report a dispute to the Minister of Labour. That was done on April 26, and the Minister has referred the dispute to the Industrial Arbitration Tribunal, which will hear it on July 9.

Both sides are now preparing their cases for the Tribunal, which will consist of five impartial and experienced men: a chairman and two members appointed by the Minister, and two other members selected by the Minister, one from

of rent and rates by only 4 per cent. This hardly suggests that the salaries of public servants play a leading part in inflating the cost of living.

And what has happened to wages and salaries? Here, the figures are less up to date. Even so, they show that, between 1946 (when the local government Charter was adopted) and 1950, wages generally (having already increased by 79 per cent since 1938) were up by a further 44 per cent, whilst salaries, up by 63 per cent since 1938, advanced a further 40 per cent.

—and “production”

“But public servants do not produce,” it will be said—“and, today, only increased production can justify increased pay.” Here again, though it is never possible to show statistically the “output” of administrative work, the Abstract—and the recent return of the Registrar General—contain some illuminating illustrations. For example, since 1941, these went UP:

Permanent houses built by local authorities—from 15,408 to 139,356 (1950);

Children attending grant-aided schools—from 4,621,000 to 5,409,000 (1950);

Children taking school meals—from 417,000 to 2,745,000 (1950);

Electricity sales—from 27,308 to 45,913 million units (1950);

Gas production—from 1,725 to 2,604 million therms (1949);

And these went DOWN:

Deaths of infants in their first year—from 60 to 30 per thousand live births (1951);

Deaths from diphtheria from 2,622 to 84 (1951);

Deaths from tuberculosis—from 28,273 to 19,721 (1951).

Those are a few sample figures only, for which the public servants whom NALGO represents are entitled to some share of credit. And is not that “production”—together with the countless more tangible and intangible benefits of public service?

What does it cost?

“But I pay for it,” the citizen replies—“and I cannot afford to pay more.” Of course the citizen pays for it. In 1948-9, he paid £271 million in rates to local authorities, and £285 million in the form of government grants. These two payments combined are considerably less than he paid for either alcoholic drink or tobacco. The Institute of Municipal Treasurers and Accountants has just worked out some interesting figures showing the average cost, in rates, of the services provided by the local authorities included in the Institute's return of rates. The average weekly cost of local government services to each citizen during 1951-2 was 2s. 10½d., made up as follows:

	s. d.
Education	10
Public libraries, museums and art galleries	0½
Sewerage and sewage disposal	1½
House and trade refuse	1½
Baths and washhouses	0½
Parks, pleasure gardens, etc.	0½
Other health services	0½
Services under the National Health Service	0½
Act, 1946	1½
Children	0½
Welfare	1½
Housing	1½
Town and country planning	0½
Highways and bridges	5
Public lighting	1
Fire service	1
Police	2½
Other services	4½

In other words, the citizen got free education for his children for no more than the price of a daily newspaper, sanitation for less than the price of half a bar of soap, street lighting for the price of three matches a day—and the whole of his local government services, with all that they mean in health, welfare, and human happiness, for the price of two and a half daily cigarettes. Is that more than he can afford?

General Secretary's new book

THERE HAVE been many books about the civil service, and about local government from every angle, but, curiously, only one about the local government service. That was written by L. HILL, first General Secretary of NALGO, in 1938, and the enormous developments since then, especially since the adoption of the Charter, have rendered it long out of date. Now, at last, JOHN WARREN, the Association's present General Secretary, has filled the gap.

His book, to be published by Allen and Unwin on June 26, is a comprehensive survey, describing what local government officers do, the technical skills and administrative qualities they must possess, how the service is organised, and its relations with its employers.

More than that it is a readable and stimulating piece of writing, telling a story of which every NALGO member should be proud. For Mr. Warren shows, for the first time, the great part which the Association itself has played, in turning a heterogeneous collection of staffs of over 2,000 separate local authorities into a well-organised, well-trained, competent and unified administrative machine that is the envy of all other countries. We shall review the book fully later.

Mr. Warren has been busy elsewhere. He has contributed a chapter on the party system in local government to the Hansard Society's “The British Party System” (10s. 6d.). His chapter stands out even in this ably-written account of an inescapable part of our political life—a little too lightly despised by some local government officers.

“PROgress” again

THE SCORES of branch public relations officers and others who have been anxiously asking Headquarters when “PROgress,” the Association's magazine of public relations, was to appear again, will be glad to know that it is out this month, after a gap of two years, its bright crust packed with meat. Among other good things, there is a feature on the five new film strips now being made by NALGO. These have been devised with a three-fold purpose: to describe the work of the Association's members; to demonstrate some of the more important functions and services of local government; and to show young people some of the openings in the service for a satisfying career. It also contains an up-to-date list of more than 300 films on the local government and other public services—the most comprehensive ever compiled—articles on P.R. in the water supply industry and an original experiment in civics for young people, a “spotlight” on Portsmouth's P.R. programme, and reviews of branch, district, and local authority public relations.

It is the aim of “Local Government Service” to encourage the fullest freedom of opinion within the Association. Unless the fact is stated, therefore, views advanced, whether in the editorial columns or in signed articles, should not necessarily be regarded as expressing the considered policy of the Association.

Our education policy is failing to reach its treble goal

S. W. S. STEER, LL.B., D.P.A.*

The pioneers of NALGO's educational work started out three objectives:

To create a municipal civil service equal in status and importance to the national civil service, though different in form and content;

To animate this service with the best professional ideals and standards; and

To ensure that it should attract, retain, and use the brains and keenest intellects in the country.

Have we attained, or are we on the way to attaining, any of these objectives? I think not, and I consider that the time has come for a serious stocktaking.

Although the Local Government Examinations Board undoubtedly aiming at the creation of a municipal civil service equal in status to the national civil service, it has run serious difficulties because it has failed to appreciate the essential qualification that the two services must be equal in form, content, and administration. Whereas the national civil service is unified under one employer, the municipal civil service is in the employment of some thousand different local authorities, each jealous of its autonomy and each responsible for its own recruitment, training, and promotion.

Again, the form of the administrative structure in local government is fundamentally different from that of the civil service. To use a well-worn phrase, in local government the administrator is "on tap," whereas in the civil service he is "on top." There are still many clerical and administrative officers who, whatever success they may have had in the Board's examinations, cannot hope to occupy the more satisfying senior positions in their offices. They miss the opportunities of promotion from clerical to administrative status which are open to their opposite numbers in the civil service. Further, the promotion scheme seems to assume that there is complete freedom of movement between authority and authority, and department and department. This mobility is a desirable objective, but the fact that it is still a long way from realisation can only lead to frustration and disappointment. In my view, the differences between the two services largely explain why it became necessary to postpone the imposition of the promotion bar—an essential requirement of a realistic policy of promotion by merit—and why response to the Board's examinations has not been what was expected. Secondly, the pioneers, recognising that the civil service was held in high esteem because of the fine tradition of efficient and disinterested public service it had built up, hoped that NALGO's educational work would infuse something of the same spirit into local government. That was why NALGO encouraged the university study of public administration—not as a substitute for, but as supplement to, professional and technical skills, and designed to develop a wider vision, transcending departmental activities. It is here, I suggest, that the indecision about the recognition of the Diploma in Public Administration, and the

acceptance of a scheme of promotion in which there is no incentive to a wider study after the acquisition of essential professional and technical qualifications, have done most damage.

Already, enrolments for university courses in public administration have dwindled to a trickle. Not surprisingly, local government officers are looking to technical colleges and correspondence institutions for courses leading to the examinations set by the Examinations Board, or the various technical and professional bodies. In my view this is not the best way of enhancing the prestige of the service in the eyes of the public, or of inculcating the concept of a local government service possessing its distinctive professional codes and standards.

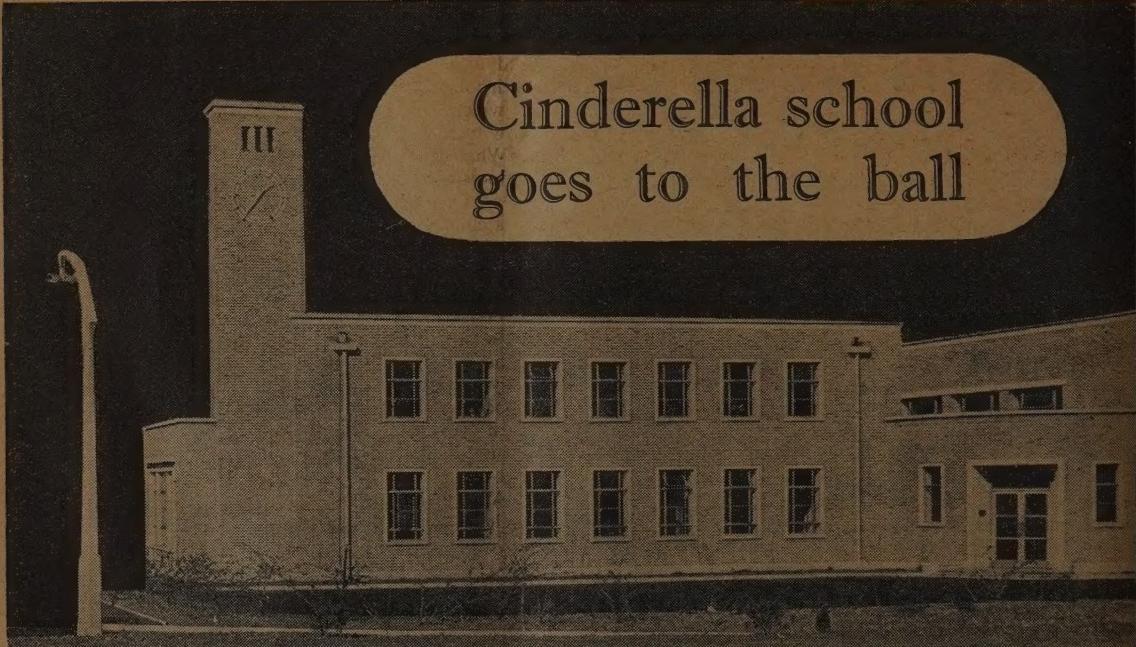
Finally, are the measures which have been taken calculated to attract, to retain, and to use to the full the best brains in the community? I do not think that they are. The proposals regarding the new entrants' examination are deplorable. They involve a lowering of recruitment standards which would be disturbing at any time, but which is ludicrous when promotion requirements have been set as pass degree standard for the final administrative examination. Nor is any ambitious junior likely to stay in a calling in which he is not permitted to exercise the skills and aptitudes he has developed. Men of real worth are concerned not only about the financial reward for their labours, but want the deeper satisfaction and prestige that come from the knowledge that they are making the best contribution of which they are capable. But, in local government, the barriers which have been set between the professional—technical, and administrative—clerical branches often lead to a situation in which men are debarred from assuming responsibilities for which their training has fitted them.

I suggest that what is needed where qualifications such as residential university degrees are required for administrative posts, is the solution adopted by the Coal Board, which awards each year 100 scholarships providing full-time university courses for serving officers. In this way, the claim that service with the Board offers a "ladder of opportunity" has become a reality. In the same way, efforts should be made to enable outstanding serving officers in local government to compete on more or less equal terms with graduates brought in from outside the service.

For these reasons I suggest that we need an urgent review of the content and direction of the Association's educational activities. The reviewing panel should comprise representatives of all interested bodies, including the employers, the Local Government Examinations Board, public educational authorities, universities, and both the service conditions and education sections of NALGO. Recruitment policy should be examined in the light of the sources available and the long-term ascertainable needs of the service. Promotion policy, including the nature of examination requirements, should be reviewed in the light of foreseeable prospects of advancement in the different branches of the service. When this has been done, an attempt should be made to discover how best to relate NALGO's post-entry training and education to the needs of the service, with a view to attaining the objectives here outlined.

* Steer, a former local government officer, is now lecturer in administration at the University College of the South West, and has been an active participant in NALGO's education work for nearly 20 years.

Cinderella school goes to the ball



The science room is fully equipped for chemical and electrical experiments.



Hubert Roberts, Chief Education Officer, and the headmistress sample food cooked by pupils in a modern kitchen unit.

FROM OUR SPECIAL CORRESPONDENT

SEVEN YEARS AGO there was only one kind of free compulsory education in Britain; the elementary school, designed in the main to give every child between five and fourteen a foundation of reading, writing and arithmetic. The "bright" boys and girls who could win scholarships, and others, including the less bright, whose parents could pay fees, might go on to grammar or technical schools for a more academic or technical education, but this was not compulsory.

The 1944 Education Act changed all that. "Elementary education ceased. It was replaced by three stages of instruction. First, the primary school, giving all children a general grounding up to the age of 11. Then, secondary education for all, up to the age of 15 (to be extended to 16 as soon as possible); and further education. There are three kinds of secondary education—the grammar school mainly academic, and leading to the universities; the technical school; and the secondary modern school mainly practical, leading boys to industry and girls to industry and the home. These avenues were to be decided by means of an examination and aptitude test at 11 to decide for which each child was best fitted. It was envisaged that about 20 per cent should go to the grammar school, 10 per cent to technical schools, and the remaining 70 per cent to the secondary modern.

Unhappily, the prestige which had been gained by the grammar and other secondary schools before 1944, the high social status conferred by academic learning, and the belief that it alone led to "good jobs," induced parents to think that grammar school education was "the best," and that the secondary modern schools were to be inferior. The child deemed unlucky enough to be sent to the latter at the age of 11, they felt, was the Cinderella pupil of a Cinderella school, doomed to a second-rate education and, therefore, a second-rate career.

How wrong they were, I have just seen after visiting the first of the specially planned secondary modern schools—the Ashburton Schools at Croydon, designed in 1947 and opened last summer. If this is Cinderella, it is Cinderella at the Ball and with Fairy Godmother in attendance.

The two schools, one for boys and one for girls, each with 450 pupils, are a teacher's—and a scholar's—dream. Occupying a 20-acre site and surrounded by playing fields, each is on one floor only, with the exception of the two-storey entrance block. Parents of an older generation, recalling the cramped and grimy schoolrooms of their own childhood, will look with envy on these bright, airy classrooms, every one facing south-east and therefore bright with sunshine throughout most of the day, with two walls painted bright blue, one, facing the pupils, in neutral grey, and one, facing the sun, made of glass panels which open to admit light and air and give access on to a terrace on which classes can be held when the weather is fine.

No longer is the teacher's voice drowned by the clatter of feet, the rattle of windows, or the creaking of desks; rubber doors, sliding windows, rubber-cushioned furniture, and sound-absorbing walls ensure quiet when it is needed. No longer are eyes strained to see board or book, or fingers numbed by wintry draughts; fluorescent lighting, filtered through two-colour reflector grids, floods the room with warm light on the rare occasions when daylight is not enough, and central heating provides summer warmth in winter, even with every window open.

No longer is it necessary to improvise with inadequate equipment in badly planned rooms. There are special rooms for every purpose—a science laboratory that would grace a university; a domestic science wing, with a series of separate tiled kitchen units each with its cooker, sink, drainer, cupboards, and hot towel rails; a needlework room with ironing benches, electric irons, and wardrobe store; a commercial room, with a typewriter inside each desk; a library, built in the administrative block for quiet; two gymnasiums, each with showers and twin changing rooms for incoming and outgoing classes; separate dining halls for boys and girls; rooms for medical inspection; sound-proof music rooms.

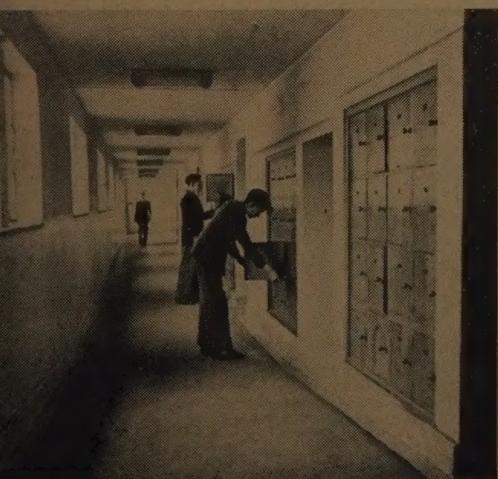
In spacious halls there are stages, with theatre lighting and curtains; provision for cinema and radio; and a pupils' common room (now used as a classroom, but to be

returned to the pupils as soon as the building of more schools reduces overcrowding). And, when the Minister will allow, there is to be a demonstration cottage with bedroom, living rooms, bathrooms, kitchen, and a garden, in which the mothers—and fathers—of tomorrow can learn how to run their own homes with smooth efficiency.

What of the results? What kind of education will these schools provide? What kind of children will they turn out? It is, of course, too early yet to say: not until 1955 will the first children have completed their four years in them. But already there is evidence, in their eagerness and bearing, of the atmosphere of liveliness, dignity, and unity, which it was the aim of the chief education officer, HERBERT ROBERTS, M.A., and the architects to provide. The boys and girls are proud of their school, conscious of their good fortune in being pupils in it. In such surroundings they must imbibe some feeling for beauty, orderliness, and good taste which will last them all their days. And, with such superb educational facilities and equipment, they should leave better fitted not only for successful work, but—more important—for full and successful life.

Ashburton has an answer, too, to the criticism that the child who fails to qualify at 11 for the grammar school but develops an academic bent later, is denied by the new system the chance of satisfying his ambitions. This does not happen here. Every child who wants to sit for the new General Certificate of Education and seems likely to pass it, will be allowed to do so.

Of course, Ashburton is an exceptional school today—a show-place to which foreign students of our educational system are taken: already the headmaster's visitors' book contains the names of people from fifteen countries, and all have told him that they have nowhere seen its peer. It is regarded as one of the finest examples in Britain today of our modern educational system, an institution of which local government in Croydon can rightly be proud. But educationalists see it as much more than an outstanding exception: rather do they look on it as a foretaste of the shape of things to come in British education, forerunner of many such schools throughout the country, schools that will "point ye out the right path of a virtuous and noble Education . . . so smooth, so green, so full of goodly prospect, and melodious sounds on every side, that the harp of Orpheus was not more charming."



Lockers outside every classroom enable pupils to deposit football boots, books, etc., before entering class.



In the workshops—one for woodwork, another for metal-work—the boys have the use of up-to-date power-operated machines.



"Walk into a town hall . . . and see the hundreds of young men who should be on productive work . . . Note their hands. They have never done a day's manual work in their lives . . ."

I wish the writer of this letter in a Sunday newspaper recently had been with me during the past three months when, almost daily, I have been walking into Croydon town hall to make a photographic record of the work those young—and some not so young—men really do.

No manual work? Would he have written that I wonder, had he followed, with me, the sturdy drainage engineering assistant along a narrow sewer to inspect a cracked wall, calculate why it had cracked, decide on the best method of repair, and ensure that the seepage would cause no harm? Or the engineering assistant, trekking from levelling site to levelling site among the embryo roads and drains of a new housing estate, in a keen wind and with the temperature below freezing—so different from that beautiful picture of the engineer peering through a theodolite on a sunny day which the photographer may have waited weeks to get. Or the meat inspector, slitting and cutting bullock carcases in the abattoir with an ambidexterity that was astonishing to see, probing and seeking those minute signs which tell of disease. The bullocks' heads were on a girder before him, with the respective carcases ranged behind. In the seventh head he found a gland infected with tuberculosis, and that sent him on a minute examination of the carcase, through which he traced the disease. The head and carcase were to join thirty other portions of meat which he had condemned when I saw him—and it was not yet noon. But for his labours, every one of those pieces of diseased meat would have become somebody's dinner.

Not productive? Not the architects, who have built over 3,000 houses since the war, and who were building more when I visited them? Not the highways engineer, building new roads, repairing old ones, keeping 33,000 roadside trees and several hundred miles of grass verges and centre strips in good condition?

Not the health visitors, in the home, in the clinic, in the school, teaching expectant mothers how to care for their babies? And is a midwife not "productive"? Yet they all came from the town hall!

The town hall young men are producers, too

For three months, VIC STARK, "L.G.S." photographer, has been making a series of film-strips of local government officers at work. Here he tells something of the experience.

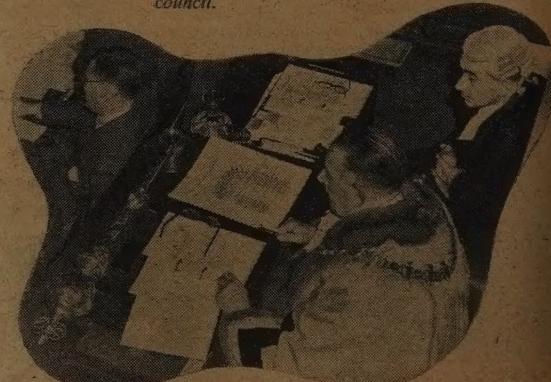
Has the writer of this letter, I wonder, ever seen a school minor ailments clinic? It sounds and looks minor enough, but the skilful removal of a wart is important if you are the ten-year-old who has it, and the little boy who was told "Now when you come back next week, that will probably be all gone" had no criticism to offer. In fact, he was embarrassingly grateful.

Then there were the district nurses, home helps, speech therapists, physiotherapists, dentists, doctors, and sanitary inspectors. None was making ships or shoes or sealing wax, certainly; none was producing for home or export. But they were "producing" health, without which the direct producers would be in pretty poor shape.

And are not schools productive? Here, I really enjoyed myself—not looking at the schools, though they were impressive enough, but at the children in them. I remember particularly the physically handicapped children playing out of doors, a footless batsman knocking the ball about the field and having his runs made for him by a lad "whose arms are not too good."

In the evening school, I saw housewives learning dress-making, and art classes whose "pupils" range from fifteen to seventy—all part of the work of the adult education

L. A. Aston, the mayor, and E. Taberner, town clerk, at a meeting of the Croydon council.





The education department caters for all who are capable of being educated, from babies in the nursery school . . .

organiser, another "man from the town hall who should be on productive work."

But perhaps the writer was thinking only of the so-called administrators, people like those in the town clerk's department. Here it was certainly quieter than it was in the engineer's plant maintenance shop, on the housing estates, or down in the dripping sewers, and the atmosphere was pleasanter than that of the abattoir. The solicitor silently preparing his brief for a public inquiry does not look like a hard productive worker. But the result may well mean a new playground here, another block of flats there.

Putting the corporation seal on a mortgage is not exciting. But it means much to the family which is to move into the new house, or to the child who will play on the new sports-ground. I recall the committee clerk who took me to a local park. We passed a block of new houses privately built, "I mortgaged that lot," he said. Without his "unproductive," non-manual labour, those houses would not exist.

And I saw only a fraction of the work of those "unproductive" young men of the town hall. So far, the filmstrips NALGO is making cover the work of only four departments—those of the clerk, the engineer, the medical officer, and the chief education officer. I saw nothing of the activities of the fire brigade, the libraries, the treasurer, the weights and measures inspector, the welfare officer :

A "producer" of health—the school dental officer makes one of his regular inspections.



. . . to the adult at evening classes, where the pupils' ages range from fifteen to seventy.

they may come later. But I saw enough to convince me that town hall clerks—and how all seemed to be labelled "clerks," notwithstanding their diplomas in architecture, public health, engineering, sanitation—are far from being colourless and aesthetic young men "carrying their gloves and rolled umbrellas" as they catch the 8.30 to the office.

Nor are they the bloodless bureaucrats of another popular tradition. When I told another photographer that I was going to photograph local government officers at work, he asked : "Are you using professional models ?"

"Of course not," I answered. "Why should I ?"

"Well, you'll never do it without," was his answer. "You'll have to get permits and passes, to take every picture by appointment—and to have every shot vetted by a committee."

How wrong he was, too ! Every chief officer I saw opened every door to me, explained his job and how he did it. Committee chairmen welcomed me to their meetings. I wandered round the Council Chamber, "shooting" mayor, aldermen and councillors as they debated. It would be difficult to find an easier, more fascinating, or more instructive assignment—or a body of people, from mayor and town clerk down to office boy, more ready to help. I hope that the finished filmstrips will open doors, to the citizens too, will show them, as making them showed me, that local government is one of the most interesting—and productive—jobs in Britain today.

The building inspector carries out a smoke-test on the drain of a new building.



"L.G.S." —as its readers see it



DO YOU READ "L.G.S."? If not, why not—and what kind of journal would you read?

That, in essence, was the question which NALGO put some months ago to 2,100 members and to all branch secretaries and magazine editors.

The question was asked by a sub-committee of the National Executive Council, which, appointed to consider how to improve the journal, decided that the only sensible way of doing this was first to find out what its readers thought.

The ideal would have been to ask every reader. But with 240,000 readers, that was impracticable. Instead, it was decided to ask a 1 per cent random sample—obtained by putting a copy of the questionnaire into every hundredth copy—and, in addition, to obtain the opinions of branch secretaries and magazine editors separately.

Of 3,800 questionnaires sent out in January, 930 came back. Magazine editors did best, with a 50 per cent return, and there were 541 replies from branch secretaries—42 per cent of the total—but only 295 from rank and file members, about 14 per cent of those whose journals contained the form.

As was to be expected, service conditions news was the most-read feature—but few read the news about services other than their own. Thus, whilst around 98 per cent of local government officers read the news of local government service conditions, 77 per cent of the members, 60 per cent of the branch secretaries, and 77 per cent of the editors did not read the news about any other service. Slightly higher proportions of health officers read local government news and of gas and electricity officers read the news of each other's services.

Some ten per cent of readers in the local government and electricity, and smaller proportions in the other services, disliked the news they read, the main reasons given being that it was too dull and not clear: while many complained that there was too little news about their own service but too much about the others.

Of the remaining features, the most liked, with the percentages saying they liked them, were:

By members: Readers' forum (91); At Random (91); leading articles (72); humorous articles (71); Headquarters announcements (69); articles about NALGO (64).

By branch secretaries: At Random (86); leading articles (86); Conference report (84); Headquarters' announcements (84); articles about NALGO (83); Readers' forum (83).

By branch editors: Readers' forum (92); leading articles (85); At Random (84); Conference report (70); NALGO Diary (69); Headquarters announcements (69).

Least-read features (other than "Scottish Notes," which seem to be read by few members outside Scotland) were book reviews and education notes, liked by fewer than 50 per cent in any group. General articles, though liked by 66 per cent of secretaries and 64 per cent of editors, won the appreciation of only 58 per cent of members. It was interesting, too, to find that, whereas articles about NALGO and the Conference report are liked by around 84 per cent of branch secretaries, they appeal to only about 60 per cent of members.

The concentration of members' interest in their own service was further illustrated in another question, which offered three kinds of presentation of service conditions news:

(1) Detailed news about all services; (2) detailed news about the readers' own service, but summaries only of news about the other services; and (3) summaries of major items only, leaving details and minor matters to be dealt with in branch circulars.

Many failed to recognise that these were alternatives, and voted for two or all three. Nevertheless, with 484 votes for the second choice, 313 votes for the third, and only 213 for the first, it was clear that the majority were uninterested in the details of service conditions negotiations in all the services.

A final question offered a prize to the member who arranged ten features in what he considered to be their order of popularity. The majority listed the features in this order:

1. Service conditions news
2. Readers' forum

3. At Random
4. Leading articles
5. General articles
6. Cartoons
7. Articles about NALGO
8. Report of Conference
9. "Abingdon's" diary
10. Advertisements.

Nobody got the right answer, and the prize was won by G. DUNSTONE, aged 18, an office youth in the education department of Durham County Council, who got seven features in the right order.

In addition, all completing the questionnaire were asked to submit their own suggestions for improving "L.G.S." and 203 did so—providing a certain source of editorial insomnia for months to come. We were asked to be more sober, yet more controversial, to be meaty yet snappy, to give all the "bread and butter" news but avoid "these eternal negotiations," to publish fuller reports of N.E.C. meetings yet eschew this "self-centred concentration on NALGO," to give more space to local government, health, gas, electricity and transport, while cutting out "this tedious detail about services in which I am not interested," to describe NALGO's achievements whilst eliminating this "dreary and depressing repetition of NALGO propaganda," to print more readers' letters but reject "these perpetual grousers," to publish more cartoons and jokes but "cut out the humour."

In so far as the inquiry gave any clear lead, it is that the majority want an "L.G.S." that gives most of its space to service conditions news, told in as simple, full and interesting a way as possible, with comment and background information, encourages lively controversy, publishes more and shorter general articles, written in livelier and more vigorous style, leavens the whole with more humour and a few non-service features, and is printed on better paper, possibly in a more convenient size. There would seem to be a case, too, for separate editions for each service.

The sub-committee is now considering the results of the inquiry in detail. In the meantime, we thank all who contributed to it.

C.A.B. is helping to solve peacetime problems

by MISS K. M. OSWALD*

"Be swift to hear and with patience make thine answer . . . In a great matter, and in a small, be not ignorant."

Ecclesiasticus

THE CITIZENS' ADVICE BUREAU has been called "one of the good things that came out of the war," though its roots go farther back—to the recommendation of the Interdepartmental Committee on Public Assistance Administration in 1924 that an officer should be appointed in each big town to tell the citizen in need of the various forms of assistance available to him, and to the work of churches, local authorities, trade unions, and friendly societies—it was conceived as a national service at the time of the Munich crisis in 1938. Then, realising the extent to which war would disrupt the lives of the people, and how much they would need advice and help, the main national voluntary organisations, under the aegis of the National Council of Social Service, decided to plan an information service on a national scale. Older members of NALGO may remember the address which Sir Wyndham Deedes, then vice-chairman of the National Council, gave to the Association's annual Conference in Torquay in 1939, in which he outlined the plan and stressed the need for a body of people who would interpret the complexities of government, national and local, to the man in the street.

The idea rapidly caught the public imagination, attracting to it voluntary workers from all walks of life—including many local government officers. Arrangements were made to collect and circulate basic information, to train workers, and to use constructively the information they themselves would collect about the lives and problems of the people who came to them for help. The Ministry of Health gave a grant, and local authorities gave grants to individual bureaux.

Thus, the service early justified the recent description of it by Lord Pakenham as "an example of successful co-operation in the development of a new service between statutory and voluntary sides."

Today, more than a million people visit the 500 peace-time bureaux each year. Most do so with a straightforward request for information: "Where is the food office?" "How do I get a lawyer?" "How can I change my

name?" "Can I get deferment of National Service?" Such questions form the daily background of a bureau's work. But, with these, come increasingly those with family and personal problems, those suffering in matrimonial disputes, those faced with eviction orders—the pathetic people for whom life is too difficult without some outside help.

No C.A.B. worker faced with such a range of problems can afford to be ignorant—in great matters or in small. Nor is it always easy to distinguish one from another, for everyone's trouble is to him of first importance, and often a simple request for information reveals a complex social problem of which the inquirer may not be fully aware or of which he is too shy to speak.

Such problems call for wisdom as well as knowledge, for a sense of proportion, an ability to see another's point of view, and a willingness to recognise standards other than one's own.

The concern of the C.A.B. is with the need of the individual, and to meet this need it will mobilise all its resources and those of other social workers, be they from central departments, local authorities, or voluntary organisations. If injustice is seen to have been done, the C.A.B. will strive to put it right, and in doing so will try to see that what the State provides, centrally or locally, is used constructively and for the per-

manent good of those who seek its help.

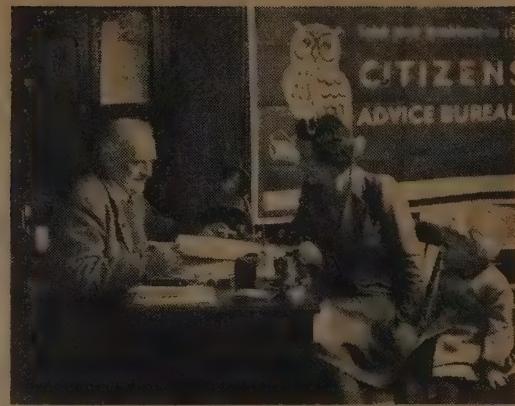
Finally, it is the aim of C.A.B. to provide "a window" through which social workers and administrators, local government officers and others may see the reactions of the man in the street to legislation—particularly on social services—and to the way in which those services are administered. During the past year, bureaux have contributed information to the Royal Commission on Marriage and Divorce, to the Ministry of National Insurance on apparent hardships and anomalies arising from the National Insurance Acts, to the Board of Trade on business war damage claims, and to the National Association for Mental Health on mental deficiency provisions. All this information was based on day-to-day experience with practical problems. This is the constructive aspect of bureau work which explains the continuing interest of 5,000 workers, many of whom have made C.A.B. their first concern since the early days of the war, and who are now considering what further contribution they may make should a national emergency require the expansion of the service.

NALGO member skates for Britain

AFTER skating for Britain in the European figure-skating Championship in Vienna, the Olympic Winter Games at Oslo, and the World Championship in Paris, MISS PERI HORNE, Hammersmith libraries assistant and NALGO

member, returned home in time to win second place in the British championship for skating pairs. She is here seen with her partner, R. LOCKWOOD.

"Conditions in Europe were very different from indoor rinks at home," she told "L.G.S.," "and the wind and cold made us breathless and tired at first. The pair skating in Vienna took place in a slight snowstorm and we were pleased with our placing of fifth. Oslo was the thrill of my life . . . I was drawn to skate first, and came 11th. In Paris I skated on the first day, and was placed 10th. It was a wonderful experience, and the honour of representing Britain abroad will give me pleasure for the rest of my life."



TO START YOU TALKING... II

A Central Establishment Office would solve promotion problem

suggests S. A. BECK, Welton R.D.C.

IT HAS LONG been NALGO's policy to raise the educational standard of the officers it represents. Paragraph 28 of the Charter, making the passing of approved examinations a condition of promotion, was intended to provide a means to that end.

In practice, the scheme is failing to achieve its object. This is because passing an examination entitles an officer to no more than the hope of promotion without, in many cases, bringing the prospect any nearer. If he is employed in a small authority or a small department, he will still have his ambitions frustrated because there is no vacancy. On the other hand, the officer in a big authority or department may gain substantial promotion without studying at all. There are exceptions, of course—but for every successful examinee who gains promotion, there must be dozens who do not.

No encouragement to study

As a result, many officers, whether employed in large or small authorities, seeing no prospect of advancement in their own departments, and finding that the prevailing system of internal promotion has reduced the chances of getting a better job with another authority, are discouraged from studying.

Is there an answer to this problem? I think there is, and that it lies in the introduction of a Central Establishment Office to supply applicants for all vacancies above General Division. As I envisage it, the scheme would work like this:

1. Every local authority with a vacancy would send details to the Establishment Office, which would publish the vacancies notified in a fortnightly list. This would be sent to all local authorities in the proportion of one list for every ten officers, and the lists would be posted on notice-boards.
2. Officers wishing to apply for any vacancies notified would send their applications to the Establishment Office, which would compile a short list of three or four applicants for each vacancy and send this to the advertising authority.
3. Selection of candidates for the short-list would be based on qualifications, experience, age, seniority, and staff reports. To help the Establishment Office, authorities would send it copies of the annual staff reports on all their officers.
4. The local authority would make its own arrangements for interviewing the

short-listed applicants. Should none be suitable, the local authority would instruct the C.E.O. to re-advertise the position, if necessary on a higher grade.

5. Only when it had been established that a vacancy could not be filled by promotion within the service would recourse be made to the non-service labour market.

Juniors would be recruited, as now, by advertisement in the local press, and this recruitment should normally provide an adequate inflow. Occasionally, the introduction of new or expansion of existing services might create temporary shortages of technical or professional officers, and these would have to be met by recruitment from outside the service.

Such a plan would cost no more than the present system. It would be possible,

I suggest, to run a Central Establishment Office with a staff of 24—a director at, say, £1,500 a year, a deputy director at £1,000, four chief clerks, four typists, and 14 clerks—and at total cost, including salaries, printing, postage, and overheads, of around £27,000 a year. This would be met from fees paid by local authorities. But, since the authorities would no longer need to advertise vacancies in the press, they would save what they now pay for such advertisements—probably not less than £30,000 a year.

Whilst such a scheme would reduce internal promotion, it would benefit employers and officers. It would give the employer a wider field of candidates from which to draw, would assure him of an objective selection of the best candidates, and would save him the time and trouble of preparing his own short-lists. It would give the officer a wider field for promotion, the assurance of a fair chance at the hands of impartial selectors, and a greater incentive to study for better qualifications. And it would provide both, through the experience of the Establishments Office, with an invaluable yardstick with which to measure the attractiveness or otherwise of the service and to assess whether the salaries and gradings offered for particular posts were adequate or not.

Four remedies for apathy

by W. L. KAY

WE HEAR many complaints of the apathy of the bulk of NALGO members, how they take little interest in branch affairs, refuse to attend branch meetings—even with the bait of a free tea—and, whilst ready to take all the Association offers, cannot be persuaded to give anything in return.

Why is this, and what is the remedy?

Largely, I think the fault lies with the branch officers, and the remedy is in their hands. Take annual meetings. The average branch holds only one general meeting a year, and then the agenda is largely filled with routine items, such as the election of branch officers. How deadly dull! Who can blame the members for staying away? More general meetings, with lively items on the agenda, would encourage members to attend, to take part in the discussion, and to submit items of their own.

Then, Conference. This is the Association's Parliament, settling its policy for the year ahead. But how many branches hold a special meeting to discuss the Conference agenda and to instruct their delegates? This would enliven the interest of members in the Association's policy, give them a wider view of its problems and organisation—and help to dispel the popular opinion that the delegate is having a week's holiday at their expense.

There is too great a tendency to keep

branch offices in the same hands year after year. Were branches to insist on changing their chairman, secretary, treasurer, and so on every two years, more members would be encouraged to "have a go" and to develop that interest and understanding which only doing a job can give.

Finally, we must develop the enthusiasm of the juniors. In one branch of which I was secretary, juniors rarely attended meetings, and when they did they maintained a stony silence. When I asked one of them the reason, he told me that they felt overawed by the senior members. The chairman and I therefore persuaded the branch to agree to set up a junior branch, membership of which was limited to members under 25. It proved most enthusiastic, organising several excellent social events benefiting the Benevolent and Orphan Fund—and, more important, acting as a "ginger group" to enliven the parent branch.

We cannot expect new entrants to the service to become wildly enthusiastic about NALGO on the strength of one annual general meeting and the monthly issue of "L.G.S." The shorthand typist who today can command a good salary and good working conditions in commerce, is unconvinced by talk, however true, of what NALGO has done to improve her lot. For the Association to succeed, it must become a living organism—and only interested members can make it that.

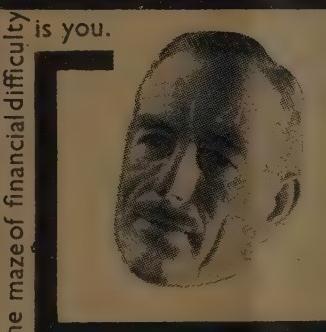
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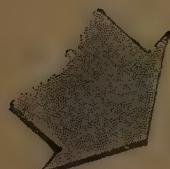
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GOVERNMENT'S EQUAL PAY HOPE

A START towards equal pay for women within the life of this Parliament—such was the qualified promise given by JOHN BOYD-CARPENTER, Financial Secretary to the Treasury, in the House of Commons on May 16.

This is the nearest we have got to application of the principle since May 19, 1920, when the House of Commons adopted a motion declaring that it was "expedient" that women in the public services should be given equal pay. Ever since that date, successive Governments, whilst paying lip-service to the principle, have produced reasons to show that it was inexpedient at the time. Now the Government, whilst declaring it inexpedient today, has made a promise for tomorrow—and it is for women, and the organisations helping them in the fight, to see that that promise is kept.

The debate was opened by CHARLES PANNELL, M.P., with a Private Members' motion calling on the House to reaffirm its belief in the principle and on the Government "to announce an early and definite date by which the application of equal pay for equal work for women in the civil service, the teaching profession, local government and other public services will begin."

The motion recognised, Mr. Pannell pointed out, that the economic position of men with wives and families must be assured by a combination of family allowances and other social services with tax reliefs, and he hoped that any woman who looked at it with "hope and an itching palm" would study its implications. It would not be all benefit, for "women cannot insist on having the prerogatives of the oak and all the perquisites of the clinging vine." A change in the incidence of taxation was fundamental to the approach to the problem.

He supported the plan of attaining equal pay gradually, proposed by the staff side of the Civil Service National Whitley Council. This would take 18 years, costing, for the civil service, £1,170,000 in the first year, rising to £7,730,000 in the eighteenth year.

DOUGLAS HOUGHTON, a member of the Civil Service National Whitley Council staff side, seconded the motion, and members of both sexes from all parts of the House supported it. The only dissentient speaker was MAJOR H. LEGGE-BOURKE, who protested that, since the country was losing £200 a minute from its reserves, this was not the time to spend more money on the public services.

MRS. BARBARA CASTLE, the last of many women members to speak, referred to the point made by the Royal Commission on Equal Pay that the efficiency of the public services, including the local government service, would be improved were it to be granted. That meant, she said, that those who held that we could not afford equal pay were really

Song for a (Parliament) square dance

The ladies went a-lobbying,
A-lobbying, a-lobbying:
The ladies went a-lobbying
Upon a winter's day,
But nothing ever came of it
I much regret to say.

For twenty weary years and more,
Whenever Equal Pay
Is mentioned by the men-of-law,
It's always been the way
To promise "jam tomorrow girls,"
But never "jam today."

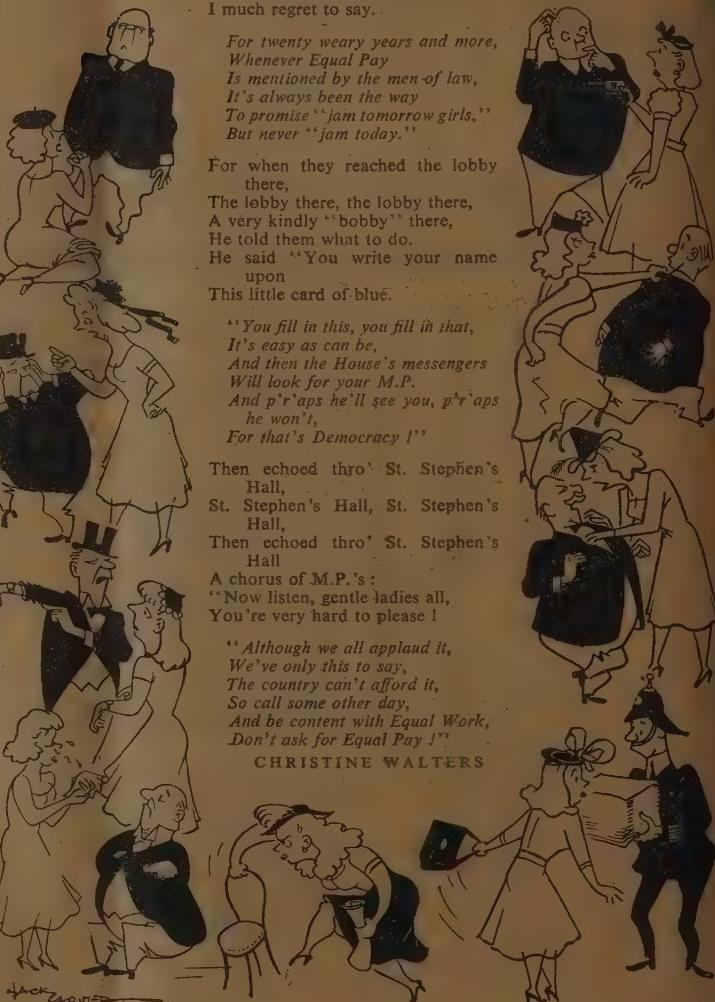
For when they reached the lobby
there,
The lobby there, the lobby there,
A very kindly "bobby" there,
He told them what to do.
He said "You write your name
upon
This little card of blue."

"You fill in this, you fill in that,
It's easy as can be,
And then the House's messengers
Will look for your M.P.
And p'raps he'll see you, p'raps
he won't,
For that's Democracy!"

Then echoed thro' St. Stephen's
Hall,
St. Stephen's Hall, St. Stephen's
Hall,
Then echoed thro' St. Stephen's
Hall
A chorus of M.P.'s:
"Now listen, gentle ladies all,
You're very hard to please!"

"Although we all applaud it,
We've only this to say,
The country can't afford it,
So call some other day,
And be content with Equal Work,
Don't ask for Equal Pay!"

CHRISTINE WALTERS



saying that we could not afford maximum efficiency—an argument of immense danger to the future standards of the public services.

For the Government, Mr. Boyd-Carpenter said that it wanted to make a start in applying equal pay as soon as it could without serious prejudice to national economic recovery. Whilst refusing to give a date when a start might be made, he hoped it would be "well within the lifetime of this present Parliament."

On that assurance, the motion was approved without a division.

The need for women, collectively and individually, to maintain and intensify the struggle until victory was won was demonstrated the previous evening at a meeting of more than two thousand local government officers, teachers, and civil servants at Church House, Westminster. Seven Members of Parliament, from all parties, addressed the meetings, and speakers included three from NALGO—MARJORIE TOWNSON, N.E.C., AUDREY PRIME, Metropolitan district officer, and L. G. MOSER, organising officer for electricity staffs.



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Public service problems— and how to solve them

Organisation, efficiency, and co-operation in the public services were the keynotes of three recent weekend schools—two run by NALGO, one by the Institute of Public Administration.

National health school sets high standard

SIXTY health service members from all parts of the country, and representing most sections of the service, met at Harrogate during the first weekend in May to hear some experts' views on administration and to discuss their mutual problems. This was NALGO's first national weekend school for health staffs, and, to judge from its success, the forerunner of many more.

After a short address of welcome by C. R. MORRIS, vice-chancellor of Leeds University, CAPT. J. E. STONE, C.B.E., M.C., King Edward's Fund for London, surveyed the working of the health services. While it was yet too early to view them in true perspective, he thought that, considering the "revolutionary character" of their introduction, they had worked extremely well. On finance, he made three points: that the service had cost immensely more than the preliminary estimates; that the system of 100 per cent reimbursement of hospital authorities by the central government implied the spending of large public funds by nominated persons, which was "the very negation of true democracy"; and that the large capital outlay required in the hospital service could not be sufficiently organised on the present basis of year-to-year estimates—sound planning required at least a five-year project.

More co-ordination wanted

Discussing local health authorities and their place in the national health service, Professor I. G. DAVIES, medical officer of health for Leeds, pointed out that a local authority, as a multi-purpose body, balanced the claims of its various services against each other—a discipline which had not to be exercised by an *ad hoc* single-purpose authority like a hospital board. He examined in detail each of the functions of a local health authority under the National Health Service Act and suggested means of co-ordination of each one with the work of other health service bodies. Just as integration was needed between the three components of the health service, he said, so was it equally required between the health and other functions

of local authorities, and, indeed, within their own health functions.

DR. J. A. L. VAUGHAN JONES, B.M.A. Council, gave a lively and often provocative statement of the work of general practitioners and executive councils. He thought that general practitioners were still too much isolated from other parts of the health services, and that the standard of practice had declined since the 1948 Act; this he attributed mainly to overwork, and he advocated a system of payment which would discourage doctors from taking more than, say, 3,000 patients on their lists. He thought that the waning enthusiasm for health centres derived largely from the fact that none had yet been completed as a "working example," and he commended the present experiments by the Nuffield Trust to try to determine the best form for health centres and group practices.

Plans must be flexible

"A potted review" of the way the Leeds Regional Hospital Board had faced up to its task was given by the board's secretary, W. A. SHEE. It had taken over a heterogeneous collection of hospitals, he said, and the difficulty at first had been, not to build a new system, but to maintain the old till it could be replaced. He described the current changes in medical diagnosis and treatment as something akin to an industrial revolution. No one could foresee what would be the problems in ten years' time, so any plans must be flexible. He would like the health services surveyed by an independent body of jurists, advised by experts but not influenced by any of the "personal empires" which abounded in the service.

Human relations important

In a paper on personal relationships in the health services, S. G. HILL, secretary of the Northampton hospital management committee, said that all their work was bound up with people and they could only work successfully if they were successful in their human contacts. The attitude of a hospital secretary to the chairman, for example, should, he thought, be one of respect and civility, but not of servility. In dealing with subordinates, he should remember the virtues of honesty, courage, and

charitableness: he should try to give his staff all those advantages which himself was denied when a young man. In meeting representatives of regional boards or government departments, said Mr. Hill, hospital staff should treat them as equals, not as persons of servile status.

The chairman for this lecture was S. CLAYTON FRYERS, secretary of Leeds United Hospitals Board, who welcomed the school as evidence of NALGO's interest in promoting educational activities. If more attention were paid to education, he thought, the Association's work in the field of service conditions would be easier.

The school closed on Sunday afternoon after a lively discussion of questions submitted by students to a panel of lecturers.

Call for 'fresh enterprise and outlook' in electricity

HORSLEY TOWERS, the B.E.A.'s training centre in Surrey, was filled to capacity with 80 NALGO members from May 23-25 for the Metropolitan area education committee's school—the first to be organised by the Association for electricity staffs alone.

The school was opened on Friday evening by H. J. RANDALL, C.B.E., chairman of London Electricity Board, who, having commended the school and the enthusiasm of the men and women attending it, said that he could not remember a time in his lifetime of experience when some change or crisis in the industry did not seem imminent. The operation of purchase rights, the merging of undertakings, the creation of the Electricity Commission and the Central Electricity Board, the report of the McGowan Committee, and the prospect of nationalisation: all these factors led to change and general progress. But the greatest change had come since the passing of the Electricity Act, 1947.

Mr. Randall discussed the new organisation of the industry and the prospects for its future. Certain difficulties were being experienced for the first time, which called for fresh enterprise and outlook on the part of all those engaged in the industry.

Efficiency "an attitude of mind"

Speaking on improving and maintaining efficiency in the supply industry, A. L. BURNELL, secretary, South Eastern Electricity Board, said that machines and systems were not enough; efficiency demanded an attitude of mind which, given the appropriate tools, knew how to use them to the best advantage. It would not result from academic discussion of the merits of centralisation or decentralisation, or of the relative advantages of this or that method of operation. Basically, efficiency demanded the human contribution, which could make even a defective system more

efficient than the perfect system without that human contribution. The search for the right machines and methods must continue, but they were merely the tools and should not be confused with the spirit of efficiency.

ERNEST LONG, secretary of the B.E.A., spoke on finance. The statutory and commercial obligations on the industry to pay its way—both in the short term and in the long run—must be measured and met by sound planning in a way which was flexible enough to be adapted to changing economic circumstances. It involved accurate short-term budgeting, covering the current and succeeding years, and long-term estimates in which programmes of capital development, borrowing requirements, and the level of annual revenues must harmonise.

The chief problem was that of financing the industry's monumental capital programme, relating it to the country's total resources and to the growth of consumer demand and revenues.

In the long run, it was only at the consumer's expense that the industry could pay its way. It must, therefore, conduct itself, not only to satisfy their growing demands for service, but also to ensure fair methods of charging for that service, for it was only from the consumers that the industry could earn that indispensable, intangible "goodwill."

Better staff selection

Problems in large-scale organisation—those with 10,000 or more on the payroll—was the subject of J. W. GRAELEY's lecture. Mr. Graeley, a resident tutor at Horsley Towers, discussed the principles on which all types of large-scale enterprises are run—municipal, civil service, and industrial. The four main forces which influenced any policy-making board, in his view, were the state, the consumers, the employees, and the relations of chief officers and staff. He enumerated various personnel problems, the difficulties which arose from change, and the need for better selection.

The initial planning and preparation for the setting up of the present organisations at Headquarters, the area boards, and the generation divisions, were described by D. MOFFAT, M.B.E., director of establishments, B.E.A. He outlined the functions of an establishment branch in a large organisation, referring to methods used in the civil service, large industries, and in America, and gave examples of the variety of subjects dealt with by the B.E.A. establishments branch during the week preceding the school.

L. G. MOSER, NALGO's organising officer for electricity staffs, spoke on the contribution of the trade unions to industry in general and the electricity industry in particular. The prosperity of the industry was the concern of employees and management alike, and the trade unions' contribution to that prosperity fell into two main classes: their efforts

within their own organisation, and their efforts in collaboration with the management. This school was an excellent example of the first, providing as it did an opportunity for employees to meet together to discuss their problems. This promoted interest in the organisation and administration of the industry, which led to greater efficiency, and that, in turn, not only created the prosperity they were aiming for, but established the service they rendered as worthwhile in the eyes of the public.

The unions were also working with the management to increase interest and efficiency in the industry, notably through the National Joint Advisory Committee. This machine existed to promulgate education and welfare schemes, and to encourage employees to bring forward suggestions for improving the industry, so that, whilst leaving the management in its rightful place, the employees felt that they were an integral part of the service.

Mr. Moser went on to describe the working of the Whitley machine, on which NALGO relied to obtain for its members their fair share of the industry's prosperity, and emphasised the spirit of compromise which was essential to successful negotiation.

Success beyond expectation

After Ald. W. J. BENNETT, chairman of the Eastern Electricity Consultative Council, had spoken on the industry from the consumers' point of view, L. W. G. HETHERINGTON, chairman of NALGO's national and London district consultative committees, reviewed the weekend. The success of the school, he said, had exceeded the expectation of even the most optimistic members. It was essential that all public services should be efficient, and in organising this school, NALGO was continuing its traditional policy of ensuring that its members had every opportunity of increasing their knowledge and understanding of the problems of the service.

Problems the same in all public services

AT A CONFERENCE on "Problems of Public Service Organisation and Management," arranged by the Institute of Public Administration, representatives of local government, a new town, the post office, a regional hospital board, a water company, and a gas board, all showed how large a common element there was in their tasks, no matter how different their technical objectives.

A major problem for each service was how to carry on day-to-day work speedily and effectively when policy was controlled by an appointed authority. As E. H. BULLOCK, town clerk of Hull, put it: "If efficiency, and speed

were the sole criteria of good local government, a one-man council with absolute powers of administration—if he were the right man—could no doubt devise a more economical and efficient administration." But local government was democratic, and local government officers had to make the best of that system. It could function most effectively, he suggested, where there was generous delegation of power by councils to committees and by committees to officers. Government control should be restricted to broad outlines and should not hamper local authorities in their methods of organisation or in the detailed execution of their work. Mr. Bullock deplored the circulation of a mass of material to councillors: the officer able to give a brief and lucid verbal report to a committee and answer questions as they arose saved everybody's time. Committee decisions should be communicated to executive officers immediately after the meeting, without waiting for the printing of minutes. Regular meetings of chief officers were a valuable aid to the co-ordination of administrative work.

Seniors meet weekly

The value of regular meetings of senior officers was recognised by Hemel Hempstead Development Corporation, said W. O. HART, its general manager. The members of the corporation met monthly to receive progress reports and to shape future policy. But current administration was controlled by weekly meetings of the departmental heads, under the chairmanship of the general manager.

The debate on these two papers centred largely on the respective functions and status of town clerk and general manager. The rôle of the former as chief adviser to all committees of his authority is generally conceded, but he has no formal authority to act as co-ordinator of all the services. The town clerk with a strong personality can overcome that difficulty, but C. G. R. WILLIAMS, clerk of Rickmansworth urban district council, suggested that it was wrong to let so much depend on the chance that the town clerk would have the necessary qualities to exercise the broad supervisory functions which ought to be his by right. Another speaker stressed the danger that specialist chief officers, backed by enthusiastic specialist committees, might steal more than their share of an authority's resources. How could this be controlled unless a top-weight officer with the status of a general manager advised the council impartially?

More O & M advocated

IAN MIKARDO, M.P., who presided at the conference, put in a plea for a wider use of organisation and methods techniques. A town no larger than Oxford, he said, ought to maintain its own O. and M. service. His own trade union—the Association of Supervisory Staff and Executive Technicians—

had adopted a device for delegation which speeded the execution of decisions without sacrifice of democratic control. The executive delegated powers to committees, subject to each committee circulating its decisions immediately after its meeting. If, within four days, no member of the executive had objected to any decision, that decision became operative; but if there was an objection, action was withheld until the executive had decided the issue. In practice, few items were challenged.

In a colourful paper on regional hospital boards, K. I. JULIAN, chairman of the South East Metropolitan board, suggested that the voluntary element was a valuable heritage which should be preserved. The system of boards and committees, all manned by volunteers, was to be preferred to a government department "with its easy machine for passing on orders and getting reports," because the hospital patient was "an elusive person to consult or to represent or to be accountable to."

This paper, and one on the post office by F. E. A. MANNING, led to prolonged discussion of the respective merits of appointed boards and government departments as methods of administration. Most speakers approached the subject from the point of view of consumer relations: was it more or less difficult for a dissatisfied customer of the post office to have his complaint dealt with than it was for a

hospital patient? Replies to this question concentrated on the merits of the parliamentary question and letters to M.P.s. Mr. Manning painted a frightening picture of the administrative labour involved in answering a parliamentary question or an M.P.'s letter—often dealing with a trivial matter better handled at local level—but he got little sympathy. Most other speakers claimed that, whatever the cost in administrative man-hours and temper, it was vital to our democratic way of life to maintain unimpaired the right of the humblest citizen to lay his appeal before his parliamentary representative and to be sure of a well-informed answer.

In contrast with the complicated structure of the post office and the hospital board, A. G. MCLELLAN, general manager of the Sunderland and South Shields Water Company, stressed the simple one of the water undertaking, with its single function—"to provide an ample supply of pure and wholesome water." Organisation was equally simple. Co-ordination was ensured by the general manager, who, if an engineer, needed a competent accountant, or if a financial expert, must have an engineer. In his own company, said Mr. McLellan, the directors were content to agree broad policy and leave the management undisturbed to fill in the detail. There was no interference from the stockholders, who presumably get their dividend regularly, and apparently little from the Ministry

of Housing and Local Government, to which the company is responsible for the performance of its statutory duty to parliament. As Mr. McLellan put it, "None of these bodies . . . indulges in the habit of taking up the plant to see how it is growing"—an abstinence which might be commended to some other employing authorities.

Gas boards enjoy more autonomy than do the regional authorities of other nationalised undertakings, and C. H. CHESTER, chairman of the South Western Areas board, found the reason for this in the wide differences in their technical tasks. Those of his own board, covering great rural areas, including Cornwall and the Scilly Isles, differed entirely from those of, say, the West Riding or Lancashire boards, with a far greater concentration of urban and industrial consumers.

The concluding debate was largely on the optimum size of administrative areas for the various services. Some speakers seemed to think that these could be worked out in advance on a set of principles to be evolved from pure thought, but it was generally agreed that experience and complex technical factors had to be considered separately for each service. A start had had to be made to get the nationalised services going, and it was perhaps too early to introduce substantial changes; but, as time went on, the areas could be revised and the measure of delegation to them could be re-examined.

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Service conditions news

LOCAL GOVERNMENT by J. C. HAMILTON

New rates allow extra penny a mile to most car users

A REVISED scheme of motor-car allowances, taking account of changes in circumstances up to and including March 11, and allowing an extra penny a mile to most officers eligible for it, was agreed at the meeting of the National Joint Council on April 23.

The new rates, which are to operate with effect from April 1, 1952, are:

Casual users :

class of vehicle	rate per mile
Not exceeding 8 h.p. or 1,014 c.c.	7½d.
Exceeding 8 h.p. or 1,014 c.c. but not exceeding 10 h.p. or 1,214 c.c.	8d.
Exceeding 10 h.p. or 1,214 c.c. but not exceeding 12 h.p. or 1,414 c.c.	9d.
Exceeding 12 h.p. or 1,414 c.c.	10d.

Essential users :

class of vehicle	rate per mile
First	
L.S.*	7,200
Excess	m.p.a.
Not exceeding 8 h.p. or 1,014 c.c. 48	4½d.
Exceeding 8 h.p. or 1,014 c.c. but not exceeding 10 h.p. or 1,214 c.c.	5d.
Exceeding 10 h.p. or 1,214 c.c. but not exceeding 12 h.p. or 1,414 c.c.	5½d.
Exceeding 12 h.p. or 1,414 c.c.	6d.

* L.S. : lump sum allowance.

Assisted purchase scheme : The interest rates on loans under the assisted purchase scheme have also been altered, and paragraph 7 of the scheme now reads (with the old rates printed in square brackets):

"Interest at 3½ [2½] per cent shall be charged and calculated at half-yearly rests on the amount of the loan outstanding at the commencement of the second quarter of the period to which the interest charge relates. An alternative would be to add to the amount to be repaid (say) 1½ [1] per cent on the amount of the loan and for the whole to be repaid by equal monthly instalments."

Joint liaison committee

The N.J.C. had before it a report prepared by the joint liaison committee which has, for the past eighteen months, been considering the salaries of certain chief officers, deputy chief officers, heads of departments, and senior officers. The employers took exception to renewed rights of appeal implicit in the report and proposed that the whole matter should be referred back for further consideration. In view of the prolonged and detailed negotiations which had already taken place, however, the staff side felt that there would be no point in taking such a course,

believing that, if necessary, the organisations represented on the staff side could deal with the cases of their members by such other means as are available to them. As no agreement could be reached, the report was not adopted.

Salaries claim

The employers refused to make any offer on the claim for increased salaries,

GAS SERVICE

by G. H. NEWMAN

Staff side committee proposes car allowances scheme

Staff conditions of service

THE conditions of service committee of the staff side of the National Joint Council for gas staffs met recently and decided:

Car allowances : to seek agreement on a national car allowances scheme. After careful examination of the many factors involved, the committee felt that the scheme operating in the electricity supply industry, which includes a provision for automatic variation in the scale of allowances to meet fluctuations in the cost of petrol, would form a sound basis for negotiation.

Appointment of juniors : to support a position put forward by NALGO that, "as a broad and long-term principle, the admission of juniors to the public utility services shall be by way of a qualifying examination of not less standard than that in force under the School Certificate Examination." It recognised, of course, that present conditions made application of the principle difficult, and expressed the hope that juniors entering the industry would be encouraged to take advantage of the boards' education schemes.

Subsistence allowances and London "weighting" : to consider the need for a national scheme of subsistence allowances and an increase in London weighting, but to obtain more detailed information before arriving at any conclusions.

Senior officers

Results of the recent ballots—which gave senior officers the opportunity of stating if they did not want their salaries

and a dispute was therefore reported to the Ministry of Labour and National Service under the terms of the Industrial Disputes Order, 1951. The Minister has now referred the matter to the Industrial Disputes Tribunal which will hear the case on July 9.

Pay rise for valuation staffs

The salary scales for clerks and assistant clerks to valuation panels have been increased by £50 retrospectively from April 1, 1951. This is the result of the past nine months' negotiations by NALGO and the Society for Clerks of Valuation Panels with the Ministry of Housing and Local Government. Part-time clerks are to receive a £25 increase from the same date.



and service conditions negotiated by the Senior Gas Officers' Joint Council—have been sent by the auditors to each officer who was entitled to vote, but will not be generally released until they have been reported to the joint council. It would not be unfair to say, however, that the majority of senior officers prefer to rely on the negotiating machinery than on individual approach to their boards.

Intermediate Grades

The employees' side of the National Joint Standing Committee for Intermediate Grades, consequent on the agreement of the revised overtime bonus scheme for staff, has formulated proposals for an improved scheme for Intermediate grades. At the time of writing these notes, an early meeting with the employers' side to negotiate an agreement was expected.

Productivity team

The gas industry team, which has been visiting the United States under the auspices of the Anglo-American Council on Productivity, has returned to this country, thus completing a journey of 14,000 miles by sea and rail. Their itinerary took them to many parts of the States, including New York, Chicago, Los Angeles, and Washington, where they visited many of the leading gas companies, laboratories, and appliance manufacturers as well as the Institute of Gas Technology. Throughout their stay, they were welcomed and helped by the American Gas Association. The team's report will be published by the Anglo-American Council on Productivity as soon as possible.

Salary scales agreed for many classes of officer

Administrative and Clerical staffs

Legal advisers of Regional Hospital Boards: The Industrial Court has awarded that, as from May 1, 1951, the salary scale for these officers shall be £1,150 × £50 to £1,550, plus £50 London weighting. **Catering officers, dietitian catering officers, and housekeeper caterers:** A.C. Circular No. 22 gives details of an agreement on salary and conditions of service for these officers. The salary scales are:

Catering officers: Two sets of scales have been agreed: which scale is applied will depend on the responsibilities of the post concerned. Where there is a catering officer in a hospital serving between 200 and 250 main meals a day, he will receive the salary laid down for the serving of 250-300 main meals.

Meals per day **Annual salary**

	(a)	(b)
250—300	£430 × £15—£490	£390 × £15—£450
301—450	£460 × £15—£520	£420 × £15—£480
451—600	£520 × £20—£600	£480 × £15—£540
601—800	£580 × £25—£680	£540 × £20—£620
801—1,100	£640 × £25—£740	£600 × £25—£700
1,101—1,500	£700 × £25—£800	£660 × £25—£760
Over 1,500	£750 × £25—£850	£700 × £25—£800

Dietitian catering officers with a dietetic qualification who are responsible for the nutritional aspect of the catering and supervision of the special dietary work should be paid an additional £40 up to 1,100 meals or £50 over 1,100 meals.

Additional allowances are payable when a catering officer or dietitian catering officer has general supervision over the catering in other hospitals or homes.

Housekeeper caterers

<i>Number of staffed beds</i>	<i>Annual salary</i>
in hospital	
40—75	£430 × £15—£490
76—150	£470 × £15—£530
Over 150	£520 × £20—£600

The agreement also provides for London weighting, charges for residence, and other conditions of service.

Home wardens: A.C. Circular No. 23 deals with salaries and conditions of service for home wardens. The following scales are to be paid according to the responsibilities of the post:

<i>Residence in home</i>	<i>(a) Salary scale</i>	<i>(b)</i>
Up to 30	£400 × £15—£460	
31—75	£440 × £15—£500	£400 × £15—£460
76—150	£480 × £15—£540	£440 × £15—£500
151—250	£520 × £20—£600	£480 × £15—£540
Over 250	£560 × £20—£640	£510 × £20—£590

The agreement also provides for London weighting, charges for residence, and other conditions of service.

Staff of executive councils: A.C. Circular No. 24 sets out alterations in the service conditions of staff of executive councils to replace the provisional arrangements notified in A.C. Circular No. 18. The salary limit of £1,200 above which officers are not eligible for extra duty allowance is raised to £1,300 (excluding London weighting) as from March 1, 1952. The figure of £1,050 at which the annual leave entitlement becomes 36 days is raised to

£1,100 (excluding London weighting) as from April 1, 1952—the beginning of the present leave year. An officer already entitled to more days' annual leave under existing National Health Service conditions may keep his present arrangement. **Hospital secretaries:** A.C. Circular No. 25 sets out the new salary scales for hospital secretaries employed by Boards of Governors, to apply from May 1, 1951:

<i>Points</i>	<i>Annual salary</i>
0—5	£465 × 20(5)—565
	£510 × 25(5)—635
	£590 × 25(4) × 30(1)—720
5½—10	£590 × 25(4) × 30(1)—720
	£665 × 25(2) × 30(3)—805
10½—20	£665 × 25(2) × 30(3)—805
	£775 × 30(5) × 25(1)—950
20½—30	£775 × 30(5) × 35(1)—950
Over 30	£915 × 30(2) × 35(1) × 40(2)—1,090
	£915 × 30(2) × 35(1) × 40(2)—1,090
	£1,025 × 40(4) × 50(1)—1,325

Storekeeper clerks: A.C. Circular No. 26 deals with scales of salary to apply from May 1, 1951. The agreement applies to hospital officers performing some or all of the duties described in the definition of storekeepers adopted by the Ancillary Staffs Council, whose primary duties are storekeeping and whose clerical duties, all of which are integral to their duties as storekeeper, are more extensive than those laid down for a storekeeper within the purview of the Ancillary Staffs Council. The scales are:

Grade 1	£340 × 15—400
Grade 2	£370 × 15—430
Grade 3	£400 × 15—460
Grade 4	£430 × 15—490

The agreement also covers hours, overtime, annual leave, assimilation, no-detriment clause, and other conditions.

Professional and Technical "A"

Agreement has now been reached on salary scales for all grades covered by this Council. Negotiations are in progress about conditions of service.

Professional and Technical "B"

Dispensing assistants: The following revised salary scale has been agreed, to apply from April 1, 1952:

<i>Age 16—£130</i>	<i>Age 19—£195</i>
17—£145	20—£225
18—£170	21—£260
<i>Age 22—£320 × 10 to 340 × 15 to 415</i>	

A Whitley Council circular giving details of the agreement is now being prepared.

R.H.B. Technical staffs: The following agreement for technical staffs employed by Regional Hospital Boards is to apply from May 1, 1951:

1. PROFESSIONAL GRADES

Architect or engineer:

Group 1 (Metropolitan regions, Birmingham, Manchester, and Sheffield): £1,600 × 75—1,975.
Group 2 (South Western, Leeds, Liverpool, Newcastle, and Wales): £1,500 × 75—1,875.
Group 3 (Oxford and East Anglian): £1,400 × 75—1,775.

LOCAL GOVERNMENT SERVICE

Deputy architect or deputy engineer

Group 1 (as above) £1,200 × 50 × 1,630
Group 2 (as above) £1,125 × 40—1,325
Group 3 (as above) £1,050 × 40—1,250
(i) £975 × 40—1,175

Senior assistant grade: £850 × 30—1,000
Assistant grade: £575 (at age 25 or over) × 25—750 × 30—840

2. SUB-PROFESSIONAL GRADES

Architectural, engineering, and surveying assistants: £420 (at age 21 or over) × 20—600.

Draughtsmen: £340 (at age 21) × 20—520.

Surveyor's clerks: £350 (at age 24) × 15—500.

—less £20 for each year below 24 years of age.

Scales for staffs in Scotland are to be discussed later.

A Whitley Council document, now being prepared, will include references to qualifications, definitions of grades, duties, assimilation and other service conditions.

Clerks of works: A sub-committee has reached agreement on recommendations to be made to the appropriate standing committee of the Council on salary scales for clerks of works employed by H.M.C.s.

Nurses and midwives

Negotiations on salary scales for staffs employed in day and residential nurseries have reached a stage where it is reasonable to hope for early agreement. The salaries of certain unqualified grades covered by the Council—for example, blood donor attendants and dental attendants—are also being discussed.

General Council

The Council met on May 1. Among matters discussed and decisions reached were:

Candidates for the National Health Service

—second medical examination: The staff side learned with regret that the management side could not agree to its proposal that, where an applicant for a post in the health service was rejected on medical grounds, he might be medically examined a second time at his own expense by a doctor approved by the prospective employing authority. At a previous meeting, the management side had expressed general sympathy with the proposal and intimated that it hoped to bring some suggestions on it to this meeting. The staff side expressed its keen disappointment and dissatisfaction at the outcome.

Tenancy of hospital houses (terms of agreement):

Some time ago, the Ministry of Health sought the views of the Council on a proposed revision of the model lease of hospital houses occupied by officers. The management side having stated that it had no comment to offer, the staff side objected to certain unsatisfactory features of the Ministry's draft, especially the suggested continued liability of officers who had been tenants of hospital houses before March 10, 1951, whereas officers accepting tenancy after that date would be free of such liability. As the management side did not concur, the staff side is to make its representations direct to the Ministry and has set up a sub-committee of three with legal qualifications—S. R. SPELLER, T. H. WATERHOUSE, and a member of NALGO's legal staff—to consider the matter further.



Discharge of staff consequent on reductions in establishments: The management side refused to join the staff side in recommending to the Minister of Health that, when an appeal on behalf of an officer against dismissal on grounds of redundancy had been rejected by the hospital management committee, he should have the right of appeal to the regional hospital board.

The staff side is to remit to the staff sides of the functional councils two redundancy questions on which its opinion has been sought:

- should redundancy be dealt with on a hospital or a group basis?
- should an officer be downgraded as an alternative to discharge if his downgrading results in the dismissal of a lower grade officer with fewer years of service than himself?

National Consultative Committee

The National Consultative Committee last met on April 19. From reports made and decisions reached, the following information can be given:

ELECTRICITY

by L. G. MOSER

Consideration of pay claims deferred for one month

PERHAPS it was unfortunate that the claim for salary increases was item 13 on the agenda for the meeting of the National Joint Council on May 13! Be that as it may, as branches have been told, negotiations were adjourned for one month.

The staff side had a difficult decision to make. The claim was for an increase of not less than 10 per cent, based primarily on the rise in cost of living since February 1951, when the previous claim was made. The Boards' members, whilst generally accepting the figures quoted in the statement submitted at the previous meeting, drew attention to the increases which had resulted not only from the previous claim, but also from the introduction of the various national agreements. They claimed that salaries in the industry had not seriously lagged behind the cost of living since vesting day. They claimed, too, that the Industrial Court award in respect of Grades 1 to 9 could be taken as a fair reflection of conditions.

Neither contention was acceptable to the staff side. The first, for example, completely ignored the fact that salaries had remained unchanged for two years before vesting day, whilst living costs had increased considerably. Nor was it true, in many cases, that the new salary agreements brought increases other than in those undertakings where pre-vesting salaries were below standard. The staff side also maintained that, as, in a sincere endeavour to reach a negotiated settlement, they had already agreed to accept an increase of not less than £50 on grades 1-9, the Industrial Court had not, in fact,

Post-entry training: The staff side of the Administrative and Clerical Staffs Council has decided to submit to the management side proposals on qualifications and post-entry training facilities.

Hospital chaplains: A majority of full-time chaplains of hospitals has joined NALGO, and discussions have been held with the Ministry of Health about setting up negotiating machinery for them.

A.C. Circulars Nos. 17 and 20: Reports from district organisation officers indicate that cases of down-grading can be dealt with through the normal appeals machinery. A special appeals committee of the functional council has been established to deal with appeals arising in the area of the South West Metropolitan Regional Hospital Board. Negotiations are in progress for the amendment of A.C. Circular No. 20.

Mileage allowances: In view of the recent increase in the price of petrol, it was agreed to take action to secure improved rates of allowances.



been asked to take into consideration all of the conditions at that time.

Perhaps the main plea of the Boards' side, however, was on grounds of the effect of further salary increases on the economy of industry as a whole and of the electricity supply industry in particular. They drew attention, for example, to the increases in the cost of coal and transport, which particularly affect the supply industry, and they pointed out that to make further increases in the price of electricity might well prove economically unsound. They stressed, too, the general effect of wage increases on cost of living, and maintained that now was not the time to give further impetus to rising prices which could only lead to still more claims. They therefore appealed to the unions not to press their claim.

There is, of course, some truth in these points. The staff side could not, however, accept them, for two reasons. Firstly, the present claim is related solely to increased living costs which have already taken place, and does not seek to make provision for increases which may result, for instance, from the recent Budget. Furthermore, electricity staffs cannot be accused of starting off another cycle of salary claims: they are merely trying to narrow the gap which is ever extending between them and staff in comparable fields who have already had increases. The staff side could see no reason why our members should be treated differently.

The Boards' members eventually asked that negotiations should be adjourned for one month so that the various arguments

which had been advanced by both sides could be fully considered. The staff side, while emphasising that nothing the Boards' members had said altered their view that the claim was both realistic and fully justified, were anxious that the possibility of negotiating an agreement should be fully explored. They accordingly acceded to the Boards' request.

Superannuation

Employees who are members of pension schemes operated through an insurance company will shortly receive details of the terms on which they can transfer to the B.E.A. and area boards' superannuation scheme. They can choose between three alternatives, which can operate either from the date on which they became eligible to become members of the B.E.A. scheme, or from a date in September 1952, before which the option must be exercised. The actual date will vary for different schemes.

These members may, if they wish, remain subject to the conditions of their existing scheme; or they may elect to transfer the whole of their pensionable service to the B.E.A. scheme; or their pension benefits in their existing scheme up to the date from which they transfer to the B.E.A. scheme can be "frozen," so that, on retirement, they would receive both these and the benefits due to them from their subsequent membership of the B.E.A. scheme. As in other schemes, rights granted in the B.E.A. scheme will be based on an actuarial evaluation of the benefits derivable from the existing scheme.

Members of insurance schemes have, I know, felt despondent about the time taken to let them have their terms of transfer. This is understandable. I can, however, assure them that there has been no dilatoriness. There has been a colossal amount of work, including many difficult negotiations with insurance companies, and much ingenuity was needed to try to ensure that everyone should have a fair deal. From what I have seen of the terms of transfer, those responsible certainly seem to have succeeded in the latter. The electricity boards still have many calculations to make to determine the position of each individual member. Some time must therefore elapse between the publication of the general terms of transfer and the receipt of full details of members' personal positions, but they will have this information in good time to exercise their option.

Managerial grades

Because all the information asked for by the National Joint Managerial and Higher Executive Grades Committee is not yet available, negotiations on the new salary scales are still held up. All who know what is involved will understand that to complete this complex agreement must take some time. The staff side is, however, most perturbed about those members who have received no salary adjustment to meet the increased cost of living, and an approach has been made to the Boards' members to seek an early solution to this urgent problem.

N.E.C. rejects Conference speed-up plans

MEETING IN LONDON on May 17, NALGO's National Executive Council decided its policy on each of the items on the agenda for this month's annual Conference at Margate. In its final form, the agenda—which has now been sent to delegates—consists of 346 items.

The Council also considered two proposals for expediting the business of Conference. The first, suggested by the North Western and North Wales District Committees, was that the Council should fix a time-table for the consideration of the various items. The agenda committee considered that this plan would be impracticable, since, were the agenda to be divided into several sections, each to be completed in a fixed time, there would be items left over in each section; moreover, Conference would object to the placing of such power in the hands of the agenda committee. The N.E.C. agreed with this view.

The second suggestion, from the Metropolitan District Committees, was that some guidance should be given to branches on the kind of motions which were suitable for consideration by Conference, and the kind which could be dealt with by the Council at any time. The agenda committee considered this to be undesirable but suggested, instead,

that whenever a motion which should have been sent to the Council rather than to Conference was moved, the N.E.C. speaker should draw attention to the fact. This also was rejected, on the ground that the N.E.C. should not seek to interfere with the right of branches to raise any matter they wished in Conference.

Also rejected was a proposal by N. MCLEAN that, should a motion be withdrawn by its sponsors, the first amendment to it should be moved as a motion. Such a course, it was pointed out, would be impracticable, since further amendments were often linked to the original motion and would be meaningless were that motion to be withdrawn. Moreover, Conference had the power to consider any amendment by refusing permission to withdraw the motion with which it was linked.

A report on the present stage of negotiations in the local government National Joint Council on London weighting, and on proposals made by the employers, was considered. The Council decided its policy and agreed on the advice it should give to the staff side. Since the issue is still the subject of delicate negotiation, details cannot yet be disclosed.

Finally, members of the N.E.C. were surprised and heartened to receive a letter from Portsmouth branch conveying a unanimous resolution of rank and file members expressing gratitude for "the

tremendous amount of voluntary work" it had attempted and accomplished on their behalf.

Higher pensions plea to Chancellor

A FURTHER STRONG plea for more financial help for public service pensioners was made by a deputation from the T.U.C. Advisory Committee for Local Government Service which met Mr. J. A. Boyd-Carpenter, M.P., Financial Secretary to the Treasury, on April 30. One of its three spokesmen was T. HALE, NALGO Legal Officer.

On behalf of NALGO, Mr. Hales told the Financial Secretary that, in the Association's view, increases limited to £20 a year, as suggested by the Chancellor of the Exchequer in his Budget speech would be "grievously inadequate." He also argued strongly for abolition of the means test, or alternatively, for the adoption of a sliding scale above the present means test limit to ensure that every retired local government officer received some benefit, and asked for provision for local government officers who had retired since April 1, 1951.

Mr. Boyd-Carpenter said that he recognised the force of the arguments presented and promised to convey them to the Chancellor. He assured the deputation that the Government intended to find time for the necessary legislation.

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Readers' Forum

CONFERENCE AGENDA

N.E.C. also to blame?

FEW WILL disagree with your remarks in the leading article in the May "L.G.S." on the size and content of this year's Conference agenda and with your suggestion that Conference should "settle policy, not detail." No doubt you are technically correct in blaming those branches which sponsor such minutiae. Would it not also be correct to apportion some of the blame to the N.E.C. itself, which has, ever since the Charter, either opposed or been disinclined to negotiate all-round increases, preferring to pursue individual or sectional issues?

Your leading article in March, 1948, "L.G.S.", reporting on the unsuccessful arbitration proceedings for all-round increases, suggested that the application should never have been made and that the Association should have concentrated on individual improvements in gradings, better London weighting, and other sectional advances.

In 1949, in the face of a growing pressure for all-round increases to meet the increased cost of living, the N.E.C. posed somewhat similar alternatives. In 1950, the N.E.C. favoured limited objectives, sectional in character, rather than to press for all-round increases. This year, in your February leading article, you justify the idea of tying us to the index of rates of wages by suggesting that "it would free them (the various N.J.C.s) to consider other matters in an atmosphere from which the emotions often aroused by such negotiations (for all-round increases) had been removed."

Perhaps those branches which sponsor the minutiae have been misled into thinking their proposals come under the heading of "other matters" "limited objectives," "sectional advances," etc. Alternatively, it may be that many branches avoid the broad policy questions which, because of their often controversial character, lead to their delegates and branches being smeared as reds.

NIEL MCLEAN

*City Collector's Office,
45, John Street, Glasgow.*

WHITLEYISM

"Sweet reason" not enough

IT IS SURELY an amazing admission by Mr. Davis (in his article "NALGO Whitleyism—and you" in the May "L.G.S.") that our representatives do not negotiate from strength and that the employer has nothing to fear because of the weak chink in our armour. In the past, he has always maintained that when good will exists on both sides we have no need to fear the result. Can it be that the

changing situation has created a doubt in his mind because, whether we resort to the strike weapon or not, recent experiences are certainly making more members realise that, besides negotiating skill and sweet reason, we also need strength in our negotiations?

If the employers know that our bark is worse than our bite, who is responsible? Is it the rank-and-file who, as Conference so often demonstrates, is ready to "have a go," or is it the official leadership and Headquarters staff who so often call for restraint?

Mr. Davis is entitled to make claims for results produced in the post-war years, but if he has doubts as to whether the "honeymoon period" will last much

The next number of "L.G.S." will be devoted to a report of Conference and will be published about the middle of July. There will be little or no space for correspondence, but any particularly urgent letters received before June 25 will be considered.

longer, let him not charge the ordinary member with having no fighting spirit. We would much rather lambast the employers than our own negotiators, but will Mr. Davis give us a lead?

21, Briavels Grove, C. R. GIBSON
Bristol, 7.

Mr. Davis also said: "There can be no doubt that the employers realise that an association of employees which is pressed too far or whose reasonable applications are not met in time may be provoked into strike action."

SALARY INCREASES

Critic disowned

I AM INSTRUCTED by my executive committee to state that the letter in the May issue of "L.G.S." signed "Vernon Cartel" in no way reflects the opinion of Bradford members of NALGO on the recent application for salary increases.

The many applications for wage increases now pending or about to be lodged by other sections of the working community are due to the continual increase in the cost of living. Local government officers are faced with the same problem of making ends meet, but because we are public servants we are expected to suffer a constant lowering of our living standards in order to keep down the local rates. Does Mr. Carter seriously suggest that local government can be carried on without increasing rates despite the rising level of prices throughout the world? Such a suggestion is in keeping with the last paragraph of Mr. Carter's letter, where he

advises dissatisfied local government officers to "serve the community" by a "spell in the coal-mines."

Incidentally, Mr. Carter is not a member of this branch, and, as far as we can ascertain, is not in the service in this city.

*Hon. Secretary,
Bradford Branch.* J. J. LIGHTOWLER

INFORMED MEMBERSHIP

"Hold more meetings"

SEVERAL conference resolutions emphasise the need for a "well-informed" membership, but is the lack of an active and informed membership to be wondered at when branch affairs are conducted by an executive committee, and the rank and file completely excluded except for one or two meetings a year?

This branch issued a local news bulletin as recently as July 1951! But trade union strength lies in regular branch meetings open to all members, where day-to-day problems can be discussed by all and no one is excluded. Other trade unions can conduct their affairs efficiently by means of regular branch meetings, why not NALGO?

FRANK HATTON

*North Western Electricity
Division Branch.*

We quite agree—but the frequency of branch meetings is decided by the members of individual branches.

ELECTRICITY ACCOUNTANTS

"Negotiators caught napping"

I ENDORSE the sentiments of "Grade IV" in the May "L.G.S." that the status of district accountants has been progressively lowered since 1947. To describe an officer who is responsible for banking, stores, stocktaking, meter reading, debts collection, costing, sales billing,

This Local Government



*"I regret that the return of my official tender form was delayed"—C. R. E. LEWIS,
Stoke-on-Trent.*

insurance reports, statistics, welfare, office services, cleaning, and various side lines too numerous to mention as "district senior clerk," savours of faint praise to say the least.

Whilst I would not say that NALGO is wholly responsible for the de-grading described, many of us feel that our representatives were caught napping in the early negotiations, but we have a confidence, which we hope is not misplaced, that the de-grading process is about to be reversed.

Your editorial note pointing out Grade IV's right of appeal seemed a trifle naive. In my own Board, district chief clerks' appeals nearly two years old have just received preliminary examination. The effort involved seems to have exhausted all concerned, and, having discovered that the problem appears to be too difficult for immediate solution, they have relapsed into a brooding silence which seems set fair to last for another two years. A thousand ages in their sight are as an evening gone.

ORPHAN

The staff side certainly does not intend this problem to remain unsolved for two years.

PROMOTING THE L.G.O.

Fairer system urged

IS IT not time that NALGO pressed for an orderly and fair system of promotion, applicable to all local authorities, on the lines established in the civil service? This would save local government officers from the arbitrary appointments now made by many local authorities, who still wish to be a law unto themselves in this matter.

I am one of the 137 who passed the October 1951 Intermediate Administrative examination and have no hope of getting out of the General Division, except, perhaps, by applying for posts with other authorities. My choice here, as a married man, is limited.

"DISAPPOINTED"

Since this is a problem which is concerning many local government members, we publish two articles on the subject this month: see pages 167 and 174.

VALUE OF

CLERICAL EXAMINATION

THE LETTER by "Student" in the May "L.G.S." is an example of *ex cathedra* utterances so often made by those who have been diligent and fortunate when studying for examinations.

There is no mathematical formula for success in the examination room: every candidate differs in mental make-up, and if "Student's" smug docketing of rules were a solution, the results would often be different. Apparently the writer is unaware that the element of luck still plays a part in determining success or failure.

Abuse of the Clerical Division examination is an odious form of academic snobbery which is to be deplored. This examination does not pretend to do great things but, properly used, it can be of value, enabling the uncertain to test their

capacity and giving them, if successful, the confidence to try something more ambitious.

Probably "Student" was writing with the best intentions, and he has made some good points, but his letter does not display much tolerance or forethought.

c/o Public Health Department, G. A. F.O.C.
17, St. Stephen's Road, Bournemouth.

Sound preparation essential

THE VIEWS which "Student" expressed in his letter in the May "L.G.S.", criticising my article on examination technique, indicate, I imagine, little examination experience. Does he really believe the Clerical examination to be

"just a feeble excuse for upgrading incompetent juniors"? And how many examination questions has he, in fact, been able to answer in two lines?

However reluctant he may be to take advice, I suggest that he gives more intelligent attention to examination questions than he evidently gave to reading my article. Nothing in what I wrote denied his assertion that "the secret of success . . . is to know the work covered by the syllabus." I did, in fact, emphasise this point in the paragraph beginning "Last minute care in the examination-room is useless without sound preparation."

R. S. B. KNOWLES

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NEW MOTOR CARS

Priority for public officers ?

CAR MANUFACTURERS have stated that they will give priority in allocating new cars to people whose jobs warrant it. Could not NALGO secure some degree of priority for officers on certain jobs? A new car, after all, is in the interests of the employing authority as well as the officer because of greater reliability, ease of obtaining spare parts, and better appearance. A four or five years' covenant against resale could be applied.

"PREFECT"

NATIONAL EXECUTIVE COUNCIL

Election system criticised

MY BALLOT paper for the election of the 1952-3 National Executive Council directed me to vote for four candidates—that is, the number to be elected. Failure to do so would invalidate my vote. To comply with this direction, many rank and file NALGO members, in the South Western district at least, must have had

Headquarters

Ancillaries' annual meetings

NALGO Provident Society

Wednesday, June 11.

The agenda for the meeting as announced in the May "L.G.S." was incorrect, and should have stated:

Minutes of last meeting; election of committee of management and a trustee; annual report; financial statement and balance sheet; appointment of auditor; notices of motion re alteration of rule 13(7) and Tables I and III; and any other business.

Logomia—Thursday, June 12.

Only the *LOGOMIA* agenda will be sent to all shareholders, and not the report and financial statement, as announced last month.

to vote for candidates of whom they knew little or nothing in order to vote for those whom they wished to support. Thus, some wrong people may have been elected. I was in that position, and the only honest thing to do was to abstain.

It is but a step from numbers to names. Perhaps next year we shall be told not only how many crosses we must make, but also where we must make them—presumably to simplify matters at Headquarters.

12, Clarke's Leaze,
Yatton Keynell,
Chippenham, Wilts.

R. F. SMALE

The direction to vote for a certain number of candidates was not issued to simplify matters at Headquarters. It resulted from a resolution of last year's Conference amending an Association rule on what Conference considered to be grounds of principle.

A NALGO SONG Sadly missed

IS THERE A NALGO song? If so, will you please publish it? If not, cannot something be done about it? This inquiry is prompted by two enjoyable sing-songs which followed inter-branch rugby and soccer matches. The lack, or ignorance, of a NALGO anthem was felt particularly in the "Land of Song" by

SOUTH WALES MEMBER

Thoughts on a free blade
I never thought that there would be
In "L.G.S." a blade for me!
Is this a hint to cut my throat
Now that our wage claim's missed the
boat?

I'll embark on Charon's ferry
Fetch Mr. Whitley in his wherry,
Convey him safely o'er the Styx
And let him then our wages fix!

Roll on the "L.G.S." for June!
Whate'er's inside will be a boon.
Some nylons for the wife maybe—
Or perhaps a pound of tea!

F. A. G. T.

announcements

N.P.S. Hospital and Nursing Home Scheme

Cash benefits of 5s. a day, and the payment of the first £5 of any claim, have benefited 413 members by additional amounts totalling £1570 1s. 5d. under the Hospital and Nursing Home Scheme.

NALGO Building Society mortgage interest rates

The inquiries made by members indicate that many are under the impression that, as the minimum mortgage rate obtainable from other building societies is 4½% per annum, the N.B.S. rate has been increased. This is not so: the rate of interest for an owner-occupier repayment mortgage is 4% per annum.

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MY BOOKSHELF

by LAURENCE WELSH

Local government franchise

A SKILFUL HISTORIAN, as B. KEITH-LUCAS proves, can make a fascinating story even out of so unpromising a theme as *The English Local Government Franchise* (Blackwell, 27s. 6d.). The corrupt institutions of the eighteenth and nineteenth centuries and the battle for their reform form the basis of a quiet drama, which is none the less readable because so many of the issues have a modern ring: John Stuart Mill arguing in 1861 for a realisation of "the part that local politics might play in educating the public for its responsibilities in the national sphere"; the first borough elections in 1835 fought on strongly-marked party lines; even a system of public insurance established in Devon in 1769—all these show how little the content of public life changes.

Health for every man

To compress into one book not only an account of man's structure and functions but also hints on the maintenance of health and the alleviation of disease is no easy task. To do all this in a fashion readily understandable to the layman is the achievement of the late DR. HARRY ROBERTS's book, originally published in 1935 and now brought up to date by DR. MARGARET JACKSON (*Everyman in Health and Sickness*. Dent, 25s.).

The book consists of four sections. The first deals—in straightforward language and considerable detail—with human anatomy and physiology. The next, entitled "Man in Health," describes simply the mechanics of heredity and the effect of environment; offers hints on hygiene and healthy dress; discusses the principles of dietetics; and even adds a chapter on physical exercises. The last two sections deal with stages of human life and "Everyman in sickness."

A health jeremiad

A pessimistic tract on the high price of the health service does not sound the sort of book to deserve commendation, but DR. FRANCIS ROBERTS's *The Cost of Health* (Turnstile Press, 16s.) has so many merits outside its main thesis that it ought to be closely studied, especially by those employed in the health service.

Among its virtues are the analysis of the causes of the heavy cost of health measures, deriving mainly from the increasing elaboration of diagnostic and curative equipment which is itself a mark of medical progress.

Dr. Roberts maintains, reasonably enough, that as a nation we cannot afford to go on buying an ever more expensive health service unless the general level of economic

production rises. Well, it has risen and is still rising, so the problem is one of proper relations into such practical matters Dr. Roberts does not enter. He is content to state, with a slightly arrogant and didactic air, the general principles of his case.

His attitude is fatalistic: costs creep up, one disease is eradicated only to be replaced by another; some of the old people we keep alive are of no economic value: it is a gloomy indictment of modern life for which the author seems to know no remedy. One moral might well be drawn from the case he presents, but he does not draw it: the bias of the national health service towards curative medicine is proving increasingly burdensome; should not our legislators set to and correct the balance so as to expand the preventive functions, including those of the local authorities?

Industrial democracy

The genial common sense of HUGH CLEGG in *Industrial Democracy and Nationalization* (Blackwell, 9s. 6d.) contrasts pleasantly with the tone of Dr. Roberts's acid polemic: even when Socialists and others are chided for expecting too much from nationalisation,

At Random

by 'HYPERION'

Thought for the month

Social justice means that we deny ourselves of many things so that others may do without them as well.

—Sigmund Freud

Euphemism

Bill collectors of Detroit have decided that henceforth they will not be known as bill collectors but as "adjusters of delinquent obligations."

Pet aversions

I dislike public officials who say: "We are waiting for guidance from higher levels." (By the time the "higher levels" have given tongue, we shall probably be superannuated—or dead.)

I dislike the man who says, with a self-satisfied grimace, "Of course, I'm only thinking aloud." (Are not we all, when we speak?)

I dislike the man who begins every third sentence with "Quite frankly . . ." (Presumably, the sentence in between should be prefaced by "Quite untruthfully . . .")

LOCAL GOVERNMENT SERVICE

Mr. Clegg lets them off, as it were, with a friendly caution. He writes without enthusiasm of the achievements of joint consultation, but nevertheless believes that industrial democracy can only be attained by these means and that the most important field is the place of work, where individual workers can co-operate with local management. Trade unions, Mr. Clegg argues, should keep free of entanglement in efficiency measures and should stick to looking after their members' interests.

Steel workers

It is a healthy exercise to study the ways of other people's trade unions so long as we notice not only similarities and differences but the reasons for them. SIR ARTHUR PUGH in *Men of Steel* (Iron and Steel Trades Confederation, 21s.) tells the story of his organisation in great detail and manages for the most part to let the wood stand out from the trees. The iron and steel industry is notable for its long-established negotiating machinery and for the comparative smoothness with which it has worked. The employers early saw the benefits of such an organisation and co-operated in setting up a structure which works far more expeditiously than that in, say, general engineering. This fact explains at any rate in part the absence of violent or long-drawn-out disputes in the industry. Another reason is that in some important parts of the trade wages formerly fluctuated automatically with the selling price of the product and today follow the cost-of-living index.

Under the (Western) influence

A new Japanese drink comprises sake (rice wine), alcohol, grape sugar, and lactic acid. "It is a very democratic beverage," says the head of the Tokio brewery. "It makes all drinkers equal. Everybody—high and humble alike—falls down after drinking three glasses."

District auditors to note

*Never ask of money spent
Where the spender thinks it went.
Nobody was ever meant
To remember or invent
What he did with every cent.*

Robert Frost

Wise guys

*I hate the guys
Who criticise
And minimise
The other guys
Whose enterprise
Has made them rise
Above the guys
Who criticise
And minimise
The other guys*

Glitters or jitters ?

Silence is not always golden. Sometimes it's just guilt.

Tailpiece

Experience comes at the wrong end of life.—Horace Walpole

New examination test of administrative aptitude

That the main requirement of candidates for the Final Administrative examination is aptitude for administrative work is clearly shown in this report, by K. S. Carter, of the first examination held in April.

THE PAPERS for the first Final Administrative examination held in April have now been published, and, studied together with those for the Clerical Division and Intermediate examinations, show how the Examinations Board has tackled its task of providing a progressively more exacting test of the candidates' suitability for administrative work. This can be illustrated by considering the form which a question on the functions of a departmental head has taken in the three examinations.

In the Clerical Division examination, candidates have been asked to outline the principal duties of a clerk or town clerk, a treasurer, and other chief officers. This merely requires an outline knowledge of the structure and functions of local government. For the Intermediate Administrative examination in April, 1951, however, the question was: "What would you prefer to be, the permanent secretary of a central government department or the town clerk of a large local authority? Give reasons for your preference." This requires an understanding of the principles involved in the organisation of the civil and local government services and of the respective functions of elected representatives and their staff.

A practical question

In the Final Administrative examination, the comparable question took the practical form: "You are appointed head of an office, or a section of it, under a local authority for which you have not worked before. An expert in the technical work involved, you know your formal terms of appointment, but little else about your new job. What do you think it important to find out during your first week? Why? How do you set about finding it out?"

The Final Administrative examination papers revealed definite characteristics. The statement in the syllabus that "first-hand knowledge of the most important British official papers . . . issued since 1914 will be expected" was fully borne out, questions being set on the reports of the Machinery of Government Committee, the Committee on Ministers' Powers and the Onslow and Local Government Boundary Commissions.

Wide reading apart from official docu-

ments is also essential. Some N.C.I. students thought that, in recommending the study of biographies of Sir James Kay-Shuttleworth, Florence Nightingale or Sir Edwin Chadwick, our courses overestimated examination requirements, but the question calling for an explanation of the phrase "an expert administrator," illustrated by reference to the work of one or more of: Sir Edwin Chadwick, Sir John Simon, Florence Nightingale, Sir Robert Morant, Sir Arthur Street, or Winston Churchill, shows that this was not so.

The questions show that book learning is not enough: candidates must be able to apply the principles of public administration to the solution of practical problems. For example, in the engineer and surveyor's paper, candidates were asked to describe with the aid of a diagram the organisation in the borough engineer's department of an industrial town of about 150,000 population, showing the relations between the different sections, the approximate numbers and grading of the staff in each section, assuming that the department is responsible for town planning and housing, but not for cleansing and lighting.

Knowledge of law needed

Some papers on departmental subjects required a good knowledge of the law relating to the relevant local government service. The engineer's paper had a question on the action to be taken on receipt of a claim for compensation in respect of a car damaged by striking an allegedly faulty manhole cover, and there was one on notifiable diseases in the public health paper.

The compulsory paper on the social services demanded a critical faculty and an appreciation of the place of those services in modern society. Papers on the administration of welfare and children's departments have been requested, but it has been suggested that the possible overlap between such papers and that on the social services would make this difficult. A question from the latter illustrates this danger: it required a discussion of the difficulty of distinguishing between the infirm and the sick as it affects the various health service authorities. Since, however, this was the only question specifically on

the welfare services, I think that practical administrators could set satisfactory papers on both the welfare and children's services on the lines of what has already been done for education and public health.

To do well in the Administrative examination, candidates must keep abreast of current developments. An example of several topical questions was one in the economics of public finance paper, on the relation of a "dear money" policy to an inflationary budget. Another, in local government finance, required a discussion of the problems facing local authorities after recent price rises.

The social and political theory paper followed very much the lines of that in the Promotion examination, despite the introduction of set books. Questions did not refer specifically to the latter, but candidates were no doubt expected to show their special knowledge in their illustrations of answers to general questions.

One painful variant on a stock question in the political institutions paper asked how candidates would reply to a Frenchman who explained with great lucidity that the British Constitution did not exist.

The paper on the nationalised industries one might suppose to be primarily for non-local government candidates, but it is not an alternative to the departmental subjects. This paper, which contained some most interesting and topical questions, is one which local government candidates should consider because of its close link with the compulsory public administration papers.

Distinguished examiners

A last general comment—students should not keep their knowledge of the different subjects in separate compartments, but should try to see the underlying link between them.

For most papers, candidates were required to answer four questions in three hours, and this means that comprehensive answers must be expected.

Of course, much depends on the standard of marking adopted by the examiners who must, I think, form one of the most distinguished panels to be found with any professional body. They include Professors Lester Smith, Smellie, and Titmuss of London; Professor Mackenzie of Manchester; Professor Tress of Bristol; and Dr. A. H. Marshall, City Treasurer, Coventry.

The new examination scheme presented the Local Government Examinations Board with a challenge in examination technique which it has answered most effectively, and a study of the Final Administrative examination papers suggests that, within the limits of a written examination, the Diploma in Municipal Administration is a most appropriate test for administrators and is in every way comparable to the tests imposed upon their colleagues in the professional and technical fields.

Education notes

by K. S. CARTER

SHE VALUE OF NALGO'S summer schools in training administrative staff is achieving increasing recognition from government departments, and I now learn that five representatives from the Ministry of Housing and Local Government, three from the Ministry of Education, and two from the Home Office will be joining us at Oxford in July. There were also two members from the regional staff of the Ministry of Health at the national weekend school for health staffs last month.

The main lecture programme for the Oxford school is now virtually complete. In addition to the lectures from RICHARD CLEMENTS and S. E. FINER, which I mentioned last month, we shall also hear FRANK LEE, mayor of Northampton and part-time member of the East Midlands Gas Board, on *The Nationalised Services*, and W. J. M. MACKENZIE, professor of government and public administration, Manchester university, the title of whose lecture has yet to be arranged.

The two most popular subjects for study groups so far seem to be education and local government finance, but many students have not yet indicated where their special interests lie and until I know it is impossible to arrange study to suit them. I hope that members who want to form groups to study, for example, the administration of the electricity, gas, and health services, child care, or housing and town planning, will let me know immediately.

Continental school

Although we shall not be able to quote a final fee for the Paris summer school until nearer the date—September 5—we now find that the basic charge will be about £19 for third-class travel, all meals on the journey, sharing a twin-bedded room at the school, and breakfast and lunch every day. These fees compare favourably with those being charged for other schools lasting ten days.

Administrative examination papers

My comments on the first final papers are on page 189. The intermediate papers were very much on the previous lines, though the essay topics were not perhaps as interesting as last time. "Human skill has reached a point where the human race can be happy if it chooses to be so" gave a good opportunity.

Four questions out of twelve on the Social and Economic History paper were on transport and only one on the recent history of the Social Services.

Once again, those taking the Constitu-

tional History paper had to master four centuries to answer five questions well—a lengthy period in view of the high standard expected.

Pest control examinations

The City and Guilds of London Institute has introduced an examination in pest control, to be taken at any technical college where the local education authority accepts responsibility for its conduct. The examination will be in two parts: inter-

mediate and final. Each consists of two three-hour papers on general science (including calculations, physics, chemistry, and biology) and on the technology of pest control. Enquiries to Department of Technology, City and Guilds of London Institute, 31, Brechin Place, London, S.W.7.

Health school at Cambridge

Among the lecturers at the school on the national health service being arranged by the Eastern district committee for June 27 to 29 are the EARL OF CRANBROOK, chairman, East Anglian Regional Hospital Board, F. L. GATFIELD, secretary, Norwich, Great Yarmouth, and Lowestoft Group Hospital Management Committee, and DR. KENNETH COWAN, county medical officer, Essex. The fee will be £3 5s., and applications should be made to E. G. Lees, finance department, county hall, Hertford.

Scottish notes

by JOHN L. ROBSON

Agreement on pay claim

IGNORING the failure of the National Joint Council for England and Wales to reach agreement on the recent salary claim, the Scottish Joint Industrial Council, at its meeting on April 29, negotiated increases in pay of between £12 and £30 for local authority staff, with effect from the beginning of the 1952/53 financial year (in most cases May 16) as follows:

	MEN	WOMEN
General Division		
Under 21 years .. .	£15	£12
21 years and over .. .	£25	£20
Higher Division		
Grades I and II .. .	£30	£25
A.P.T. Division .. .	/	/
Grades I to VIII .. .	£30	£30
Other grades—adult outdoor collectors, school attendance officers, telephone operators, clinic attendants .. .	£25	£20

The Council also recommended increases for employees outside its scope but whose salaries do not exceed £810 and who have in the past been granted increases in pay recommended by the Council. Those recommended, which are also to apply from May 16 are:

Adult men	
Up to £425 .. .	£25
Over £425 but not exceeding £810 .. .	£30
Adult women	
Up to £340 .. .	£20
Over £340 but not exceeding £420 .. .	£25
Over £420 but not exceeding £810 .. .	£30

The staff side's original claim was for a 15 per cent all round increase, based on

the increase in the cost of living and in the general level of salaries and wages since salaries were last reviewed. In submitting its case, the staff side also referred to the recent increases granted to staffs of the civil service, banks, and other services.

The employers felt, however, that while there was a case for some increase, they would not be justified in agreeing to the amount claimed because of the present economic condition of the country and the heavy commitments of local authorities.

The Council also reminded local authorities in Group 2 that, in accordance with last year's salary award, they are transferred to Group 1 as from the beginning of the 1952/53 financial year.

At its meeting on May 3, the district committee approved the staff side's action in negotiating a settlement.

Summer school

Arrangements for the Scottish school at St Andrews from August 23 to 30 are now complete. Lecturers will include A. TEMPLETON, C.B.E., county clerk of Dunbarton, on local government; W. L. WALKER, on the Scottish Home Department; and ROBERT BAIRD, lecturer at Glasgow University, who will deal comprehensively with the wider variety of administrative problems encountered in certain fields of international co-operation, covering some of the modern political and economic organisations such as the Organisation for European Economic Co-operation. It is expected that each of the three departments of the Secretary of State for Scotland will be represented at the school.

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*In
Fable*

of Strength

*In
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It was performed in London on July 18th, 1898, before the Duke of Westminster. Cyr had been performing great feats of strength and on a challenge from the Duke, stated that he could hold any two teams of horses in the world. The Duke promised Cyr his choice of a pair of his finest blooded stock if he could hold four horses from his stable.

The horses were made ready. Cyr placed the traces around the upper arms in the folds of the elbows, then clasped hands and gave the word to "go." The horses leaped forward, urged by the shouting and the whips of the teamsters, but failed to move the giant of man-power a single inch. True to his word, the Duke insisted that Cyr should take his choice of the horses, which the great Louis did. He took his prize team back with him to Canada and this was the first introduction to Canada of fine-blooded thoroughbreds.

But here's the main point. Louis Cyr started out in life with an over-mastering idea: the vision that he could—and would—become known as the strongest man who ever lived. He achieved his life's ambition.

Many other men have done the same. The interesting point of the whole story is this: that while it is pretty generally understood that a man can be just about as strong as he makes up his mind to be, provided he will exercise intelligently, so few seem to understand that the mind of man, like his muscles, can be developed to where it can earn practically anything he may ask of it, from earning

money and success to winning pre-eminence in any walk of life.

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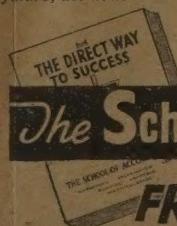
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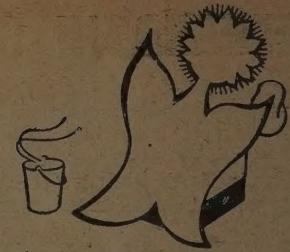
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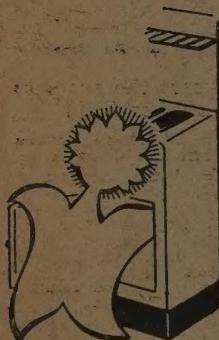


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